

ENVIRONMENTAL
ASSESSMENT



FOR REHABILITATION AND USE OF

BUILDING 35

PRESIDIO OF SAN FRANCISCO
MARCH 2001

As part of the Golden Gate National Recreation Area, the Presidio's significant natural, historic, scenic, cultural and recreational resources must be managed in a manner which is consistent with sound principles of land use planning and management, and which protects the Presidio from development and uses which would destroy the scenic beauty and historic and natural character of the area and cultural and recreational resources.

—From the Presidio Trust Act (P.L. 104-333).

***Environmental Assessment for Rehabilitation and Use of Building 35
Presidio of San Francisco, San Francisco, California***

LEAD AGENCY The Presidio Trust

ACTION Leasing of Building 35 for rehabilitation and long-term reuse as an office.

ABSTRACT The Presidio Trust has prepared this Environmental Assessment (EA) evaluating the proposed action and two alternatives for the rehabilitation, leasing, and occupancy of Building 35 for office space. Building 35 is one of the largest historic buildings at the Presidio and among the most expensive within the park to rehabilitate. Rehabilitation of the former Enlisted Men's Barracks would prevent its further and irreversible deterioration caused by long-term vacancy and protect its historic fabric. The proposed tenant, an office user, would be responsible for funding and completing total building rehabilitation in accordance with federal historic standards and all tenant improvements.

COMMENTS *The public review period for the EA ends on April 16, 2001.* Please send written comments to:

John Pelka, NEPA Compliance Manager
Presidio Trust
34 Graham Street, P.O. Box 29052
San Francisco, CA 94129-0052

Fax: 415/561-2716
E-mail: building35@presidiotrust.gov

At the close of the public review period, the Presidio Trust will consider and respond to substantive comments. These responses and any revisions to the document will form the complete and final EA on which a Finding of No Significant Impact or decision to prepare an Environmental Impact Statement will be based.

MATERIALS AVAILABLE TO THE PUBLIC Copies of the EA are available by calling or writing The Presidio Trust, 34 Graham Street, San Francisco, CA 94129-0052. Telephone: 415/561-5414. The full text of the EA is also posted on the Presidio Trust's website: www.presidiotrust.gov.

FOR FURTHER INFORMATION CONTACT John Pelka, NEPA Compliance Manager, The Presidio Trust, 34 Graham Street, P.O. Box 29052, San Francisco, CA 94129-0052. Telephone: 415/561-5414.

Dated: February 28, 2001



The Presidio Trust and its Mandate

The 1,480-acre Presidio of San Francisco is one of the country's great natural and historic sites. A military garrison for nearly 220 years under three different flags, the Presidio is a National Historic Landmark within the Golden Gate National Recreation Area (GGNRA). Its natural and historic setting is integrated into 700 developed acres with more than 780 buildings and approximately 6.0 million square feet of building space. Both its resources and the Congressionally-mandated approach to management of its resources are unique.

Transition at the Presidio began in 1972 when, in the legislation creating the GGNRA, Congress included a provision that the Presidio would become part of the GGNRA if the military ever declared the base excess to its needs. After the Presidio was designated for closure in 1989, the Presidio's long-time occupant, the U.S. Army, vacated most facilities and transferred the jurisdiction over the Presidio to the National Park Service (NPS) by 1994. As part of the transition, the NPS in July 1994 completed and issued a final General Management Plan Amendment (GMPA) for the Presidio laying out a plan for its future use and management.

Two years later in 1996, faced with unresolved issues on funding the implementation of the GMPA, Congress established the Presidio Trust (Trust) pursuant to the Presidio Trust Act (16 U.S.C. 460bb appendix) (Trust Act). Congress gave the Trust the unique responsibility to reduce and eventually eliminate the costs of the Presidio to the federal government while also protecting its unique natural and historic resources. To achieve these goals, Congress granted the Trust unique authorities.

The Trust is a wholly-owned federal government corporation whose purposes are to preserve and enhance the Presidio as a national park while at the same time ensuring that the Presidio becomes financially self-sufficient (i.e., generate sufficient revenue without any federal appropriation to fund long-term operating and maintenance costs) by 2013. Congress provided only a limited budget, which would incrementally decrease to zero over 15 years, and provided no appropriated funds targeted for needed capital expenditures (estimated by Congress at \$741 million) to preserve the park resources. Although Congress did not provide full funding, the Trust can use its unique financial authorities to generate and retain revenue, borrow limited funds, and use flexible operating procedures to secure Presidio tenants in an ever-changing environment.

The Trust assumed administrative jurisdiction over 80 percent of the Presidio on July 1, 1998, and NPS retains jurisdiction of the coastal areas. The Trust Board and staff bring to the built areas of the Presidio diverse experience, including real estate leasing, finance, development and property management, and will apply this expertise to lease more than 3 million square feet of new and historic building space in the Presidio. NPS, in cooperation with the Trust, provides visitor services and interpretive and educational programs throughout the Presidio.

In carrying out the mandates of the Trust Act, the GMPA, finalized by NPS in 1994, is the foundational plan that guides the Trust's planning and decision-making. Its importance is reinforced by both the Trust Act and Trust policy. The Trust Act directs the Presidio Trust to manage the property under its administrative jurisdiction in accordance with both the purposes of the Act establishing the GGNRA and in accord with the "general objectives" of the GMPA. While the general objectives set forth in Presidio Trust Board Resolution

INTRODUCTION AND BACKGROUND

99-11 dated March 4, 1999 (General Objectives) are the Act's required guideposts, the Trust continues to use the GMPA as the master document to guide its decision-making, despite the fact that changed conditions at times require the Trust to reassess certain of the GMPA's site-specific plans.¹

The Building 35 Project

The GMPA for the Presidio identified Building 35 as an appropriate building for a public safety facility to house the services and offices of the U.S. Park Police and Presidio Fire Department. Shortly after finalizing the GMPA, however, NPS determined that Building 35 would be better suited to other users due to lack of NPS funding, and could be better used to generate revenue for the Presidio's operations. NPS moved its law enforcement and fire department personnel and most related facilities into other buildings at the Presidio (i.e., Building 218 was rehabilitated as the Presidio Fire Department and the U.S. Park Police offices are located currently at Building 1217).

As the specific user identified in the GMPA had located elsewhere on the Presidio, the Trust sought to provide for the use contemplated in the GMPA (administrative offices and services) by seeking alternate users consistent with the GMPA. In the Trust's 1998 Request for Qualifications (RFQ) for Building 35, the Trust sought a wide range of users with missions consistent with the GMPA's social and cultural goals. The notice of availability of the RFQ was sent to about 4,000 entities/persons, including those on the Trust's mailing list as well as those in the Bay Area's real estate brokerage community. Over 1,000 interested parties requested receipt of a copy of the RFQ itself.

The Trust solicited prospective tenants for Building 35 in the areas of history, culture, and arts; cross-cultural and international understanding; community renewal; environmental stewardship and sustainability; and scientific research. Desired tenants were identified as those having a wide range of purposes from education, arts, scientific research, environmental studies, health care, philanthropy, conflict resolution and international relations to tenants involved in multimedia, telecommunications, computer software, environmental science, interdenominational worship or overnight lodging. Desired tenants would also further the programmatic goals of the Presidio through such creative means as offering social or environmental programs, shared space, and public outreach.

In addition to stating mission and program related goals for prospective tenants, the Trust's RFQ identified financial goals among its leasing objectives. The Trust would consider the extent to which respondents to the RFQ were responsive to the financial requirements of the Trust Act. The RFQ stated the Trust Act requirement that the Trust would give priority to respondents that enhance the financial viability of the Presidio.

The issue of financial viability required consideration of the financial needs of the Building 35 project. Building 35 is among the largest historic buildings at the Presidio and the price of its rehabilitation is among the most

¹ In July 1999, the Trust initiated a comprehensive planning and environmental review process to update the GMPA for the area of the Presidio under the Trust's jurisdiction. The update proposes to modify the GMPA to take into account circumstances that have changed since 1994 and the intervening requirements of the Trust Act.



INTRODUCTION AND BACKGROUND

expensive within the park. When the RFQ was released, the estimated capital costs of rehabilitating Building 35 in accordance with federal guidelines governing rehabilitation of historic buildings and all applicable fire, life safety, and disability access codes and requirements would exceed \$10 million. In view of the Trust's limited availability of funds for this type of capital improvement and the substantial capital cost estimate for historic building rehabilitation, the RFQ anticipated, as had the GMPA, that the tenant would be responsible for funding and completing rehabilitation and maintenance costs necessary before occupancy.

Only two prospective tenants responded to the RFQ: the Federal Emergency Management Agency (FEMA), a federal government agency charged generally with disaster preparedness and response, and Hambrecht and Company, a financial services company and electronic brokerage. Of the two, only Hambrecht and Company was able to demonstrate the financial capability to fund the more than \$10 million needed to rehabilitate the historic building as well as satisfy the rent and other financial terms of a Presidio lease. Further, only Hambrecht and Company of the two respondents had need for and could support the proposed use of nearly 60,000 square feet of rentable space. FEMA indicated the need for approximately half the building space, leaving the Trust in need of finding additional tenants to fill the balance of the building. FEMA also could not provide the capital funding needed to complete the building's historic rehabilitation. Additionally, FEMA's needs would have required structural modifications to the building that were inconsistent with applicable historic building rehabilitation standards and would have compromised the historic character of the building.

The RFQ included not only Building 35 but a number of other key historic structures at the Main Post of the Presidio. Prior to the release of the RFQ, the Trust had considered self-funding the extensive rehabilitation and upgrade costs for Building 35 as well as others. This option proved financially infeasible. The Trust receives from Congress annually only limited appropriated funds, which must under the Trust Act incrementally decrease to zero over 15 years. None of these appropriated funds are targeted for needed capital expenditures to preserve the park resources. Therefore, use of appropriations to pay for long-term capital needs diverts monies from other necessary expenditures to run the park on a day-to-day basis. Although revenues are also available through leasing, these monies too go largely to fund annual operating costs of the park. In addition, the limited Treasury funds the Trust is authorized to borrow under the Trust Act are allocated to other Presidio needs. Under these financial constraints, the Trust had no reasonable means of itself funding the more than \$10 million in capital costs of the Building 35 project.

In sum, the Building 35 project presented a number of obstacles and constraints. Before the Trust was created, NPS concluded that the intended user under the GMPA was not possible. The Trust sought therefore to retain the office use of the building contemplated in the GMPA by seeking an alternate user consistent with the GMPA's social goals. The response to the RFQ, however, reflected the financial requirements of the project by limiting the number of viable project proponents. The market produced only a single respondent capable of meeting the financial imperative of the RFQ – the capacity to make a long-term capital investment of more than \$10 million in the rehabilitation of an important Presidio historic structure. Without timely rehabilitation,

INTRODUCTION AND BACKGROUND

Building 35 is threatened with irreversible deterioration of the building and its historic fabric due to prolonged vacancy since the departure of the U.S. Army in 1994.²

It is under these circumstances that the Trust pursued the Building 35 project. That project is presented and analyzed in the following sections.³

² The best means to save an historic structure is to reuse it by finding a viable tenant to occupy the historic building. Occupancy forestalls building deterioration from neglect and temperature and climatic effects and deters vandalism. Of course, occupancy must be preceded by rehabilitation that meets all federal requirements and standards, and often finding the financial means to pay for these upgrades is the single most significant obstacle to historic building reuse and preservation.

³ The Trust does not believe this analysis is required by the National Environmental Policy Act (NEPA) but is voluntarily undertaking heightened environmental review in the form of an Environmental Assessment (EA) in response to points raised by NPS (see Section 1.3 for further discussion).



TABLE OF CONTENTS

INTRODUCTION AND BACKGROUND	iii
-----------------------------	-----

1	PURPOSE AND NEED	1
	1.1 Need for the Project	1
	1.2 Purpose of Project	3
	1.3 Purpose of Environmental Assessment	4
2	ALTERNATIVES	7
	2.1 Development of Alternatives	7
	2.2 Description of Alternatives	8
3	ENVIRONMENTAL CONSEQUENCES	19
	3.1 Consistency with Plans and Policies	19
	3.2 Cultural Resources	20
	3.3 Visitor Experience and Public Access	25
	3.4 Traffic and Parking	27
4	LIST OF AGENCIES AND PERSONS CONSULTED	33
5	REFERENCES	35

APPENDICES

- A NEPA Environmental Screening Form
- B Proposed Interpretive Program
- C Sustainability and Conservation Practices
- D Background Cultural Resources Information
- E Transportation Demand Management Program
- F Draft Transportation Technical Report

LIST OF FIGURES

1	Regional Setting	2
2	Site Plan	11
3	Proposed Renovation – Aerial View	13
4	Proposed Renovation – West Facade	15
5	Proposed Renovation – East Facade	17

LIST OF TABLES

1	Intersection Level of Service Definitions	28
2	Estimated Trip Generation	29



The Presidio Trust (Trust or lead agency) is proposing to lease Building 35 for rehabilitation and long-term reuse as an office (project or preferred alternative) to satisfy both the General Management Plan Amendment (GMPA) for the Presidio, adopted by the National Park Service (NPS) in 1994 before the Trust came into existence, and the subsequent requirements of the Presidio Trust Act, the enabling legislation for the Trust enacted in 1996. Additional information on the underlying purpose and need, to which the Presidio Trust is responding in proposing the project, is provided below.

1.1 Need for the Project

Building 35 is a significant historic building at the Main Post area of the Presidio (Figure 1). When the Army occupied the Presidio, Building 35 was formerly used as barracks and subsequently as office space (see Section 3.2.1). The building is currently vacant and has been since the Army's departure in 1994, with the exception of the rehabilitated Communications Center. Since that time, the lack of occupancy and preventative maintenance have led to a gradual acceleration of deterioration within the building. Cyclical maintenance such as repainting, roof repairs/replacement, gutter cleaning, and more has not occurred since vacancy began. Specifically, pigeons have established a colony within the attic space, roof drains at the west loggia have backed-up causing flooding within the first and second floors followed by mildew and mold problems. The area drains at basement level have not been maintained leading to some basement flooding. The heating system has been shut down creating a damp environment within the building which leads to gradual deterioration of paint coatings, wood components and many finishes. At several specific locations, severe deterioration of perimeter windows and doors has led to water infiltration causing extensive damage to plaster finishes. These conditions left unabated would lead to the eventual ruin of the fabric of the building.

The building is being made available for potential occupancy and lease through an RFQ pursuant to the Presidio Trust's leasing program. The space available for lease totals approximately 60,000 rentable square feet, plus a basement of 2,500 rentable square feet. The proposed tenant, an office user, would be responsible for funding and completing total building rehabilitation in accordance with historic standards and all tenant improvements. The project is needed in order to:

1. Prevent, through rehabilitation, further and irreversible deterioration of the historic building caused by long-term vacancy and protect the building's historic fabric. The need to preserve and enhance the Presidio's outstanding cultural resources such as Building 35 is identified in the Presidio Trust Act and the General Objectives of the GMPA for the Presidio (Presidio Trust 1999), and is an objective of the GMPA (NPS 1994a).
2. Correct major deficiencies such as fire, life/safety and seismic hazards; provide disabled access; and bring the building up to safe occupancy standards consistent with applicable building codes for historic buildings. Ensuring that buildings are brought up to a standard level of code compliance is an objective of the GMPA and is identified as a mitigation measure in the GMPA EIS.

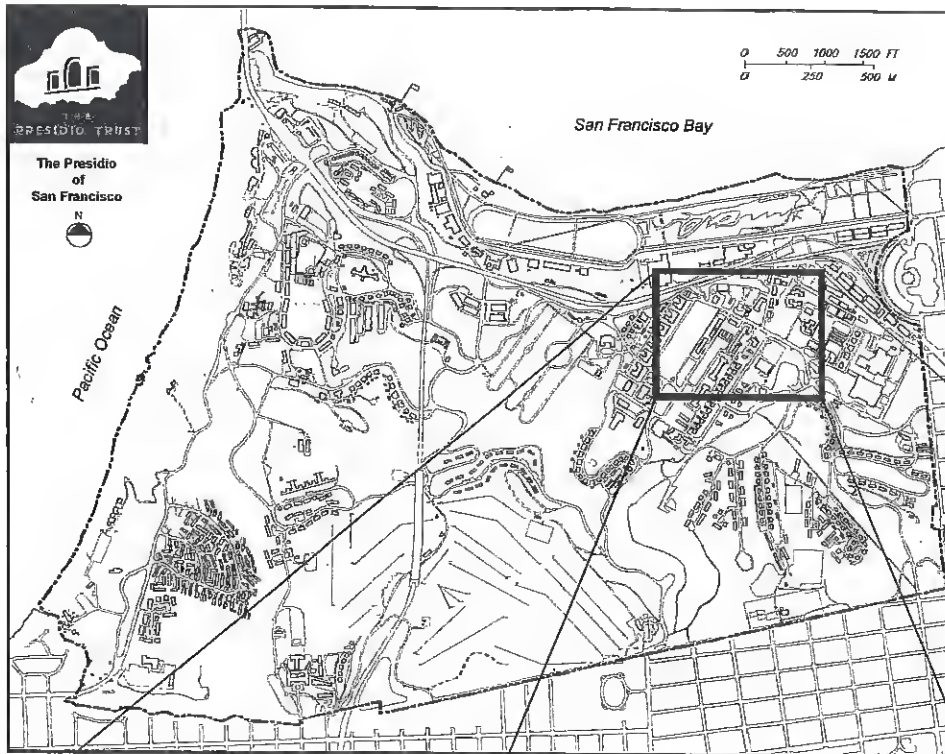
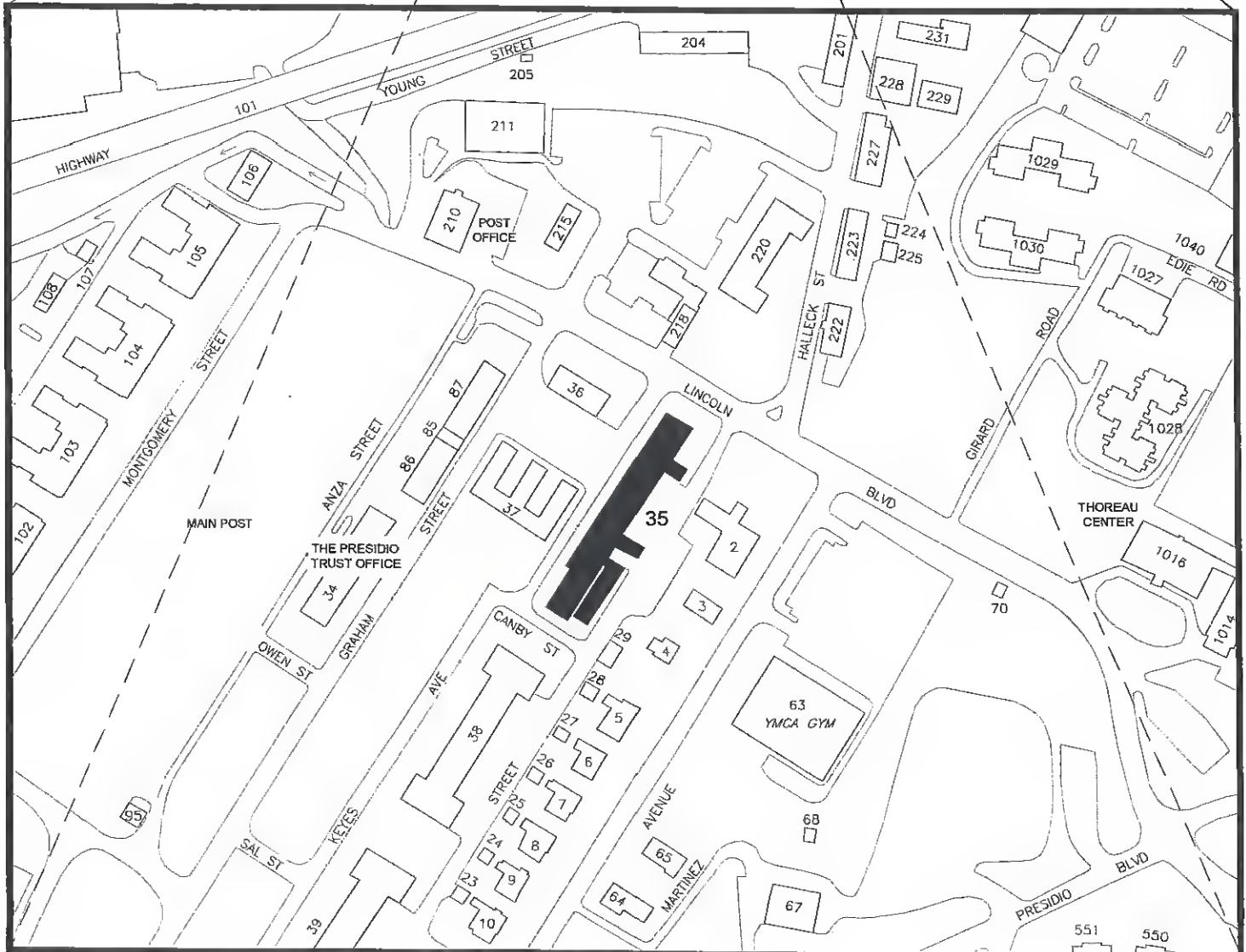


Figure 1
Regional Setting



1 PURPOSE AND NEED

3. Complement and support other activities at the Main Post and help create a lively, inviting public district as envisioned by the GMPA.
4. Meet the requirements of Section 104(n) of the Trust Act governing leasing. Under that section, in managing and leasing properties in Area B, the Presidio Trust must:
 - a) consider the extent to which prospective tenants contribute to the implementation of the General Objectives of the GMPA (Presidio Trust 1999)
 - b) consider the extent to which prospective tenants contribute to the reduction of cost to the Federal Government
 - c) give priority to tenants that enhance the financial viability of the Presidio
 - d) give priority to tenants that facilitate the cost-effective preservation of historic buildings through reuse of such buildings.

1.2 Purpose of Project

The proposed project is to lease Building 35 pursuant to the Presidio Trust's leasing program. In order for the project to be considered successful by the Presidio Trust, the following goals and objectives must be met:

1. Rehabilitation of Building 35 must be in accordance with the *Secretary of the Interior's Standards for the Treatment of Historic Properties*, involve minimal alteration of the building's defining historic characteristics, and be sensitively designed to preserve the historic character of the property.
2. The terms of the lease must reflect current market conditions in the San Francisco area to enhance the financial viability of Area B of the Presidio.
3. The tenant(s) of Building 35 must be responsible for funding and completing total building rehabilitation and tenant improvements, including interior and exterior modifications, site improvements, landscaping, and code compliance.
4. The use of Building 35 must be consistent with the Presidio Trust Act and the General Objectives of the General Management Plan Amendment (Presidio Trust 1999).
5. Tenants of Building 35 must further one or more programmatic goals including, but not limited to, the following:
 - *Social Programs* – Participation in programs that directly promote principles such as cross-cultural and international cooperation, community service, and health and scientific discovery.

- *Environmental Programs* – Participation in environmental programs or participation with organizations working to resolve some of today’s major environmental issues, such as sustainable design, global climatic change, environmental cleanup, resource protection, and biological diversity.
 - *Shared Work Space* – Sharing of work space with organizations focusing on social, cultural, or environmental issues.
 - *Public Outreach and Input* – Sponsoring programs such as symposia, performances, lecture series, complementary research activities, and special exhibitions.
6. Finally, tenants must participate in a Transportation Demand Management (TDM) program to reduce parking and automobile use within the Presidio. The program must support and be consistent with the Trust’s goal of reducing overall vehicle use and parking at the Presidio by the year 2010.

1.3 Purpose of Environmental Assessment

The Trust proposed this project in 1998, shortly after the Trust’s creation by Congress and operational start-up. While the Trust worked to put its own regulations and operational procedures in place, it adopted in the interim NPS’s NEPA guidelines, which required that all Trust projects be screened through NPS’s “Project Review” Committee.¹

When the Trust presented this project for scoping through NPS’s “project review” process, NPS objected to the project on the basis that the proposed tenant was inconsistent with the GMPA (NPS 1999). NPS determined that the project did not meet the requirements for a categorical exclusion from further NEPA review under NPS’s NEPA guidelines because information on the public outreach component proposed by the prospective tenant was lacking. NPS requested this information in order to assess the conformance of the tenant with the 1994 GMPA.² NPS also requested that, when available, any structural improvements for the building should be submitted to the NPS Cultural Resources Branch for review.

It is the Trust’s view that no environmental assessment is required in this instance, because the project is fundamentally consistent with the GMPA and potential effects fall within the impacts already analyzed under the GMPA environmental impact statement.³ The GMPA identified Building 35 for an office use by Presidio-based public safety officers. Essential services would have been administered from these offices. Although the GMPA’s specific user is no longer available, moving to another office use by an alternate office user does not raise potential environmental impacts that have not already been analyzed under the GMPA.

¹ Since the project was first presented to NPS for review, the Trust has adopted and promulgated its own NEPA regulations, (65 Fed Reg. 55896-55910, September 15, 2000), and now relies upon its own regulations and NEPA scoping procedures.

² The Trust is not bound by law to conform to the GMPA. Rather, under the Presidio Trust Act, the Trust must follow the General Objectives of the GMPA (Presidio Trust 1999).

³ Under the Trust Act, the Trust is “a successor in interest to the National Park Service with respect to compliance with the National Environmental Policy Act and other environmental compliance statutes” (Presidio Trust Act, Section 104(c)).

1 PURPOSE AND NEED

Under this approach, the Trust sought a categorical exclusion from NPS for the Building 35 project. The Trust would have followed this approach here except that NPS and others objected to the proposed user, Hambrecht and Company, as being inconsistent with the GMPA and the purposes of the Presidio. Under current circumstances, the Trust not only believes that the proposed user is consistent with the GMPA, but also serves to best satisfy the intervening requirements of the Trust Act. First, use of this building for offices is fundamentally consistent with the office use contemplated and analyzed in the GMPA. Second, the Trust pursued prospective users through the RFQ process consistent with the social goals of the GMPA, but no user came forward which had a business mission related to the social, environmental, and cultural themes of the GMPA. Third, ensuring the historic rehabilitation of an important historic structure within the National Historic Landmark district is not only consistent with GMPA cultural resource protection policies, but also is consistent with the resource protection principles of the Trust Act. Lastly, providing a tenant with the financial capability of bringing the historic structure up to acceptable rehabilitation and reuse standards is central to the financial mandates of the Trust Act.

This analysis has been undertaken voluntarily in response to NPS's requests (see Response to Question 30 in Appendix A), in deference to the Trust's ongoing partnership with NPS at the Presidio of San Francisco, and because of potential public interest in this proposed leasing project. Therefore, analysis is provided in the EA to determine whether tenant programs would enhance visitor experiences, contribute to implementing the General Objectives of the GMPA, and protect the park's historic and intrinsic qualities. Several other issues discussed in this document are based upon the results of a preliminary environmental analysis prepared by the Presidio Trust (Appendix A). The analysis addresses the following issues: effect on the park's historic resources and compliance with Section 106 of the National Historic Preservation Act of 1966; impact on Main Post access, circulation, and parking capacity; and impact of traffic volumes on roadways in and adjacent to the Presidio and at adjacent intersections. The EA includes a brief discussion of the need for the project and its objectives, of alternatives, of potential environmental impacts of the project and alternatives, and a listing of agencies and persons consulted.



2 ALTERNATIVES

The alternatives being evaluated for study are discussed below. The discussion includes background on the development of the alternatives and also identifies the no action alternative and the Trust's preferred alternative.

2.1 Development of Alternatives

2.1.1 CONSOLIDATED PUBLIC SAFETY FACILITY OFFICES (NO ACTION ALTERNATIVE)

The GMPA identified Building 35 as an appropriate building for a combined public safety facility (U.S. Park Police, law enforcement, and fire department).⁴ However, shortly after release of the GMPA Record of Decision, NPS determined that the estimated cost of rehabilitating Building 35 for use as a combined public safety facility (\$8 million in 1995 dollars) was not feasible with limited park funding. Park planners, upon completion of additional structural and cost analyses, concluded that the building had a high lease potential to other tenants, would be less costly to seismically retrofit for more standard uses (as opposed to costs to retrofit it for use as public safety facility), and could be used to generate revenue for the Presidio's operation (NPS 1997b). Subsequent to this determination, NPS rehabilitated and constructed an addition to Building 218 to allow for its continued use as the Presidio Fire Station. The NPS envisioned that the U.S. Park Police operation would eventually relocate from a temporary location at Building 1217 to part of Building 35 and that the portion of Building 35 that would have been occupied by the fire department would be leased out as office space or a similar compatible use.⁵ While these circumstances have made the use of Building 35 as a consolidated public safety complex less appropriate at this point in time, this alternative is nonetheless being considered (as was called for in the GMPA). This alternative is considered the "no action" alternative in this EA, since it is the continuation of the existing plan for the Presidio (see Council of Environmental Quality's *NEPA's Forty Most Asked Questions*, Question 3). All rehabilitation and tenant improvements under this alternative would have to be paid for with NPS funds or by the Presidio Trust (either from limited appropriated funds or from other leasing revenues).

2.1.2 LONG-TERM OFFICES (PREFERRED ALTERNATIVE)

Carrying through NPS' recommendation to offer Building 35 for lease not limited to public safety uses, the Presidio Trust released the Request for Qualifications (RFQ) for Building 35 in 1998 to accommodate a tenant that could approximate the use contemplated in the GMPA, conform to the General Objectives of the GMPA (a topic within this EA), and demonstrate the financial capacity to support the proposed use of space. The GMPA and the RFQ anticipated that tenants would generally be responsible for rehabilitation and maintenance costs related to buildings proposed for occupancy. When the RFQ was released, the Presidio Trust had estimated that the current capital costs of Building 35 rehabilitation in accordance with federal historic preservation guidelines, applicable fire and life safety codes, and disability access standards would exceed \$10 million. Given the substantial capital investment and financial resources needed to complete the proposed project, only two prospective tenants (the Federal Emergency Management Agency [FEMA] and Hambrecht and Company) responded to the RFQ. Only Hambrecht and Company was able to demonstrate the financial capability to

⁴ By authority of the Trust Act, the United States Park Police provide security and law enforcement services throughout the Presidio, including in Area B under Trust jurisdiction (Trust Act, Section 104(i)).

⁵ The park-wide Communications Center, currently located in a portion of Building 35, would remain at that location.

2 ALTERNATIVES

rehabilitate the historic building and support its proposed use of space. Because use of the building for office space for this company provides the best prospect for its rehabilitation and continued care, this alternative is considered the preferred alternative in this EA.

2.1.3 INTERIM OFFICES

This EA also considers and analyzes the potential for achieving the project's purpose and need by leasing and occupying Building 35 under an interim short-term lease.

2.1.4 COMBINED PUBLIC SAFETY FACILITY / FEMA OFFICES (CONSIDERED BUT REJECTED ALTERNATIVE)

Following receipt of the two RFQ responses for Building 35, the Trust explored another alternative. The Trust proposed to FEMA, one of the two RFQ respondents, to lease a portion of the building as office space, with the remainder to be used as administrative offices for U.S. Park Police services. FEMA's requirements for the building, including removal of columns within the building to create an assembly space to conduct training for 200 people and mounting a dish on the roof for communications, would have been inconsistent with applicable standards for rehabilitation of historic buildings and would have compromised the historic character of the building. This alternative, although considered, was therefore rejected. In addition, FEMA indicated it did not have the funds required for the needed capital improvements, and could proceed only if the Trust provided all the funds for building improvements.

2.2 Description of Alternatives

2.2.1 PUBLIC SAFETY FACILITY OFFICES (NO ACTION ALTERNATIVE)

Under this alternative, Building 35 would be rehabilitated to become the public safety administrative complex within the Presidio. The facility would be used by the U.S. Park Police as administrative offices, a law enforcement and communications/alarm dispatch center for the Presidio and GGNRA, and administrative offices for the law enforcement Park Rangers.

Because park police services do not require full use of the building, only approximately half of the rentable building space (31,250 square feet) would be used for public safety administrative offices and the other half (31,250 square feet) would be available for office use by a compatible tenant. Under this alternative, consideration in the building rehabilitation would have to be given to allowing public use of only one floor, or section of floor, during those hours when the administrative offices are closed. Such a design would be necessary to lessen operating costs and to improve and ensure security. Wherever possible, walls for offices, rooms, and briefing rooms would be of modular construction to permit expansion and flexibility of office space and operations.

Building rehabilitation for the new use would preserve the character of the property, comply with all applicable building, fire, and life safety codes for historic buildings, and provide access for the disabled. Approximately 213 employees would work within or have an administrative base at the building. It would be staffed by approximately 111 law enforcement officers and civilians to carry out security functions (NPS 1993a) and 102 office workers. Line operations, briefing rooms, male and female locker rooms, and exercise and workout

2 ALTERNATIVES

facilities would be grouped together in order to conserve resources and ensure maintenance of functional relationships.

This alternative would require egress directly to Lincoln Boulevard, but provide ingress from a protected parking area on Mesa Street. Adequate parking facilities (161 spaces) on Mesa Street and the Main Parade Ground parking lot would be provided, including space for vehicles associated with all agencies or companies using the building, on duty personnel, and clients and visitors. Location of parking would provide for close access to the building as needed for public safety purposes.

This alternative would require that NPS make the capital investment for building rehabilitation and for improvements that support facility operations. Improvements may also be made by the Trust subject to the availability of appropriated funds or leasing revenues.

2.2.2 LONG-TERM OFFICES (PREFERRED ALTERNATIVE)

Under this alternative, the building would be rehabilitated for office use primarily by Hambrecht and Company, the sole qualified respondent to the Trust's RFQ. Approximately 225 employees would work within the building. The building would also include a minor coffee bar/deli, which would serve employees in the building and others in the Presidio.

Approximately 7,122 square feet of interior space within the building would be devoted to activities that involve the public. In addition, the visiting public would have access to and be able to use the landscaped areas in the project vicinity for such activities as walking, picnicking, special events held at the Presidio, and other activities.

The public would have access to the following areas within the building during normal business hours unless otherwise noted: lobbies (2,430 square feet); outdoor porticos (1,000 square feet) General DeWitt's offices (552 square feet; by appointment or by guided tour only); five restrooms (470 square feet total); and café (1,670 square feet). Subtenants that would be involved in programs directly benefiting the Presidio as provided for in the GMPA would use an additional 1,000 square feet as offices. Subtenants could be one or more foundations, non-profit groups, or a single organization engaged in activities devoted to the resolution of critical environmental, social, and cultural issues.

The public lobby near the main entry area would include exhibition space for historic displays and other public interpretation activities by NPS and the Trust. The exhibition would include historic photographs of the building, its history, information regarding past and current materials used in the construction of the building, and an appropriate historic commemorative plaque. The tenant would participate in Presidio interpretation programs, including tours of the Presidio and other programs under development to facilitate public understanding of the history, development and current use of the Presidio (Appendix B).

The tenant would be responsible for providing all funding and services necessary to complete building rehabilitation, including restoration of significant historic features (including replacing cornices and balconies, reopening the enclosed porch, and restoring the general's office in the building's south wing), seismic

2 ALTERNATIVES

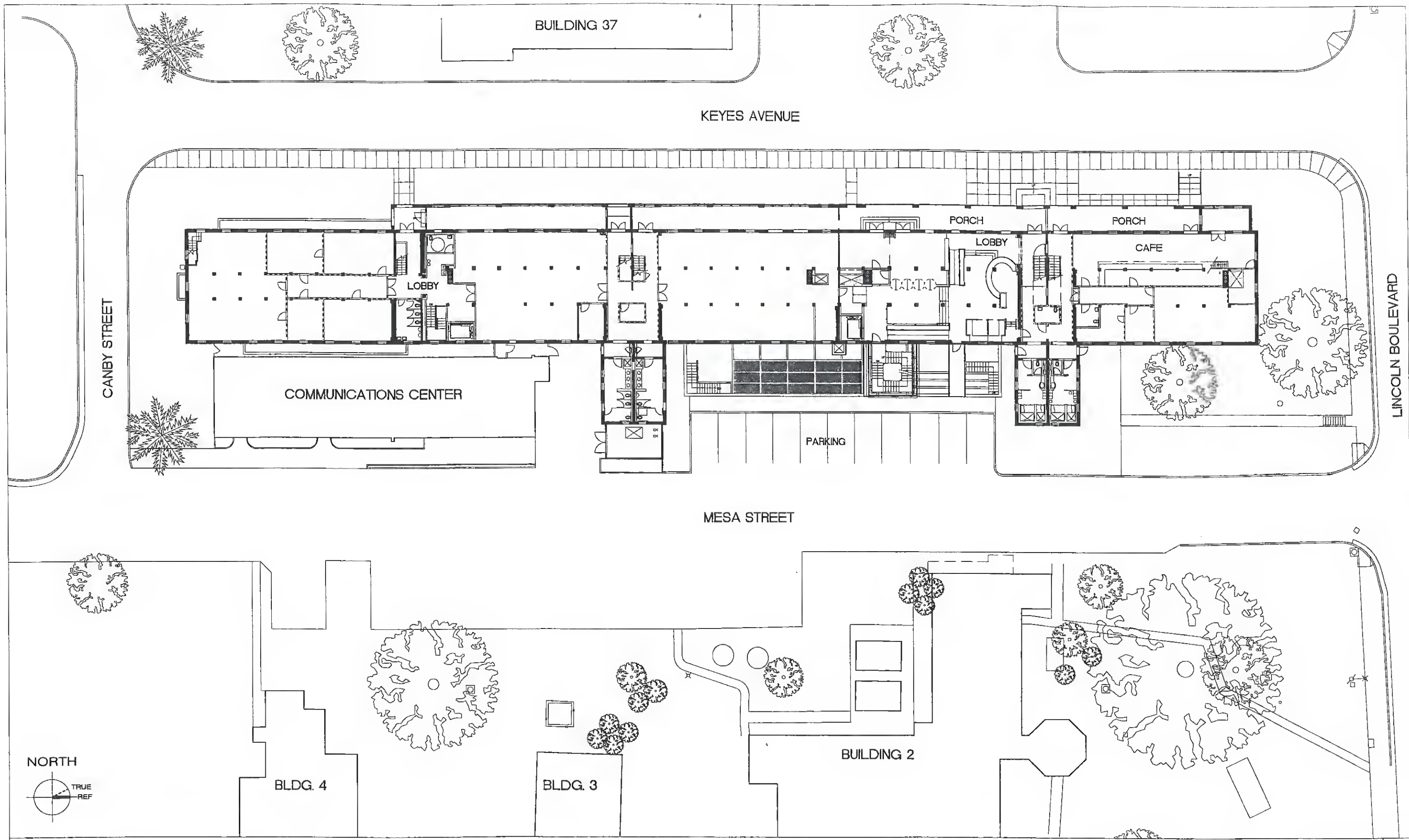
strengthening, and code upgrades including electrical service, fire/life-safety and disabled access. Landscape improvements would include reintroducing turf, foundation plantings, and palm trees along the west (main) façade of the building (Figures 2 through 5).

Energy-efficient and environmentally responsible design would be integrated into the building construction. This would be ensured through using the Presidio Green Building rating program as a sustainable design guideline (Appendix C).

A TDM program designed to reduce traffic and demand for parking through flex-time schedules, corporate incentives, public transportation use incentives, use of housing at the Presidio and other means, would be implemented (Appendix E). Adequate parking facilities (161 spaces) would be provided, including 12 spaces directly adjacent to the building.

2.2.3 INTERIM OFFICES

Under this alternative, every effort would be made to lease Building 35 on an interim basis for the highest and best uses. This alternative assumes the unlikely occurrence of locating a short-term tenant willing to make a large, long-term capital outlay. If such a user could be found, keeping the building occupied would allow the Trust to receive rental income (fair market value) from the facility and avoid serious deterioration and vandalism problems in the currently vacant facility. Under this alternative, use(s) of the building may not be consistent with the Presidio Trust Act or the General Objectives of the GMPA (Presidio Trust 1999), but preference would be given to those tenants proposing to offer public programs or services related to the GMPA. No educational, visitor or cultural programming would occur other than that incidentally provided at the tenant's cost and with the tenant's resources. The building would be rehabilitated and adapted by the tenants. Any building treatment would be performed by the prospective tenant to Trust standards and guidelines. Approximately 204 employees would work within the building. As for all alternatives, the separate Communications Center would continue to be located within and at the southeast end of the building.





Huntsman AG

THE PRESIDIO
BUILDING 35
Figure 3
Proposed Renovation
Aerial View



Huntsman AG

THE PRESIDIO
BUILDING 35
Figure 4
Proposed Renovation
West Facade



Huntsman AG

THE PRESIDIO
BUILDING 35
Figure 5
Proposed Renovation
East Facade

3 ENVIRONMENTAL CONSEQUENCES

This section discusses the environmental impacts of the alternatives on visitor experience and public access, cultural resources, and transportation and parking. Any conflicts with existing and proposed land use plans are also discussed.

3.1 *Consistency with Plans and Policies*

For purposes of this discussion, land use plans or policies as embodied in formally adopted or proposed documents, laws and regulations include the GMPA (NPS 1994a) and the General Objectives of the GMPA (Presidio Trust 1999).

3.1.1 PUBLIC SAFETY FACILITY OFFICES (NO ACTION ALTERNATIVE)

GMPA – The public safety facility would be consistent with the use specified in the GMPA (administrative and public safety complex) for this location (Main Post Planning Area Concept, p. 63). The alternative would also help ensure a safe and secure park environment (Public Safety, p. 51). Use of the facility as contemplated under the GMPA would limit or possibly foreclose at this building location programs that advance research and learning within thematic areas identified in the GMPA (A Center for Research and Learning, pp. 24-27). In addition, this alternative would most likely not promote GMPA supported efforts to reduce automobile use and parking needs within the Presidio (Alternative Transportation Opportunities, pp. 42-46) because of inherent needs and exigencies of the police function and role.

It would not be possible under this alternative to further the GMPA's key historic rehabilitation objectives (pp. 32-33) because the proposed master tenant (NPS) cannot provide needed capital financing to fund the historic building rehabilitation or code compliance upgrades.

General Objectives of GMPA – This alternative would be consistent with the objective to address needs of Presidio visitors, tenants and residents for community services, including public safety (General Objective 2).

3.1.2 LONG-TERM OFFICES (PREFERRED ALTERNATIVE)

GMPA – Office use of the building under this alternative would be consistent with the use proposed in the GMPA (administrative offices) and later recommended by the NPS (offices). While master tenant programs would not advance research and learning within areas identified in the GMPA (pp. 24-27), subtenants using 1,000 square feet of office space in the building would have a business purpose or mission related to GMPA concepts. The organizational mission of the master tenant would not be directly related to GMPA themes. However, subtenants within the building devoted to GMPA concepts would provide programs through seminars, lectures, and hands-on experiences that would inform the public.

The alternative would further key GMPA preservation objectives for historic buildings including selecting compatible uses and treatments for historic buildings, and correcting major code deficiencies (Historic Building Rehabilitation, pp. 32-33). Further, the proposed master tenant is capable of funding all necessary rehabilitation in full conformity with the *Secretary of the Interior's Standards for Rehabilitation*.

3 ENVIRONMENTAL CONSEQUENCES

Public access improvements and the interpretation program (to be developed in coordination with the NPS) would help foster the objective of contributing to GMPA programmatic goals, including offering educational opportunities for visitors to increase awareness of the historic and cultural importance of the Presidio (Interpretation and Education, p. 29). Reuse of the building as an office that would require minimal alteration of character-defining materials and features of the historic structure, and use of innovative environmental technology applications would also promote and demonstrate the GMPA's sustainable facility design objectives (Sustainable Design and Rehabilitation, p. 52; and Conservation, pp. 52-54).

General Objectives of GMPA – This alternative would be considered an appropriate use because it involves and would further stewardship, sustainability, and innovation (Objective 3) and provides a financial and programmatic contribution toward ensuring the sustainability of the Presidio as a national park (Objective 4).

3.1.3 OFFICES FOR INTERIM USES

GMPA – This alternative would be consistent with the GMPA's policy for interim use at the Presidio that permits short-term leasing of existing buildings to ensure that these structures are stabilized (GMPA, pp. 115-116). This alternative is inconsistent with the programmatic goals of the GMPA (pp. 24-27) because users contemplated under the GMPA have little financial incentive to provide \$10 million in long-term capital financing in return for only a short-term, interim lease commitment. This result is borne out because, where no financially capable GMPA mission-related tenants responded to the RFQ for long-term leasing, it cannot be expected that such tenants would respond to an interim leasing proposal that requires a substantial long-term capital investment.

General Objectives of GMPA – Interim use of Building 35 would be consistent with the objective that calls for preserving historic resources within the Presidio (General Objective 1). Interim use would conflict with the objective of sustaining the Presidio indefinitely as a great national park (General Objective 4).

3.2 Cultural Resources

3.2.1 BACKGROUND

For a discussion of ongoing consultation with the State Historic Preservation Officer (SHPO) and the NPS in compliance with Section 106 of the National Historic Preservation Act (NHPA), please refer to Section 5 (Responses to Questions 2, 3 and 4) in Appendix A.

Historic Context – Building 35, the former “Enlisted Barracks with Mess,” is a historic structure that contributes to the Presidio of San Francisco's status as a National Historic Landmark (NPS 1993b). The building was initially constructed in 1912, with a major addition in 1934. Building 35 is located prominently on the Main Post at Lincoln Boulevard between Mesa Street and Keyes Avenue. When constructed, it was the largest barracks on the Main Post and remains still the largest building in the Main Post vicinity. The approximate floor area (with additions) is 66,144 gross square feet (gsf).



Structures and Building Clusters – The Main Post contains building ensembles and streetscapes dating from several different periods and forms a cluster of development significant for its distinctive architectural character. Architecturally, Building 35 is the only building designed in the Mediterranean Revival style on the Main Post, and its scale is immense compared with all other buildings. Building 35 is a significant part of the geometry of the Main Post Parade Ground. Its alignment with the later Buildings 38 and 39 serves to create a seemingly contiguous monolithic presence of strong institutional character even though Building 35 varies significantly in exterior treatment from the other two buildings. Building 35 was the first permanent intrusion into the Parade Ground and prior to the construction of building 37 (1941), the building presented its entire dominant front elevation to the Parade Ground. With Building 37 now concealing much of the actual length and mass of Building 35 from overall view from the west, its presence on the Main Post is surprisingly less dominant than other smaller buildings. However, the roof level and penthouse protrude above all other Main Post buildings in height and are visible from many locations in the Presidio.

Building Condition and Significant Features – Building 35 is a freestanding, three-story with partial basement, reinforced concrete building. Overall, the building is an extended rectangle in plan, now measuring 41 feet by 388 feet and having two original projecting extensions at the rear elevation, rising the full three stories. The building originally had a large, overhanging cornice with four separate projecting balconies at the third floor west elevation, and a concrete water table (the cornice and balconies were removed in 1959). Remaining exterior features typical of all elevations include: a stylized entablature with paneled frieze; deeply punctuated window openings; double hung wood sash windows; and a low-hipped concrete roof and concrete chimneys (Carey and Co. 2000).

When first constructed, the building consisted of four sections forming two bilaterally symmetrical spaces. Each of the two symmetrical spaces contains a centrally located double service area of stairs and toilet rooms. The toilet rooms are located in the projecting east wings adjacent to the vertical circulation spaces. The original barracks floor plan was completely open with regular rows of structural columns dividing the space. The building was converted from a barracks to become the IX Corps' area headquarters office about 1921 and then later served as the 4th Army headquarters offices. During this conversion to office use, numerous interior partitions and circulation corridors were added to subdivide the open floor areas.

The building has undergone numerous exterior and interior additions and alterations in conjunction with its evolution from barracks to office. Most significant was a major three-story extension (approx. 41 feet by 85 feet) to the south in a matching exterior treatment to the original structure (c.1934). Other additions were placed at the rear (east) elevation to accommodate various new functions, the largest of which was the addition of a conference room structure (c.1960, approximately 3,500 square feet). Around 1937, a small wood-framed penthouse (approximately 1,730 square feet) was constructed above the original roof structure to accommodate a radio communications center. Other alterations to the exterior include the incremental enclosure of the open loggia at the first floor west elevation and the complete removal of the original roof overhang and the cantilevered balconies at the third floor level.

3 ENVIRONMENTAL CONSEQUENCES

Interior alterations include the removal of the mess hall, the addition of interior partitions and corridors to convert from barracks to office use, the addition of a small mezzanine at the first floor north end, the addition of an elevator (now abandoned) at the south stair core, the enclosure of the loggia to add office spaces, the addition of a spiral stair and later a fire stair to access the penthouse, new electrical, lighting and mechanical systems and many different interior finish alterations.

At the second floor, relatively intact, are the offices that were for several important years used by the Commanding General of the 4th Army, General DeWitt. It is from these offices that significant events took place in relation to the Second World War in the Pacific and the internment of Japanese-Americans. This area has been identified as a significantly more important part of the interior of the building.

Cultural Landscape – The landscape and streetscape treatment adjacent to Building 35 has evolved over time as well, although the original planting plan is unknown. There is little evidence that there was ever much more than several now mature trees and perhaps some turf areas adjacent to the west, south and east elevations. There is no evidence of any site improvements other than pavement at the east side of the site. This rear elevation appears to have historically been treated as the service side of the building, with access to the toilet wings and basement areas only and no other formal building entrances. The west side is now completely paved with a broad concrete sidewalk for virtually the entire length of the building. Where there had been an open loggia and several formal entry points are now only minimal recessed door openings that correspond to the interior stairs. Photographic evidence suggests that there were Canary Island palm trees spaced at intervals along the west façade, a few of which still remain. Views of the building and its elevations are mostly partial. Only the narrow north and south elevations can be seen in their entirety. The long east and west elevations are only visible in sections in gaps between other structures. The views from within Building 35, particularly from the upper floors and penthouse, are some of the most expansive and unobstructed in the entire Main Post vicinity (Smith and Smith 2000).

3.2.2 PUBLIC SAFETY FACILITY OFFICES (NO ACTION ALTERNATIVE)

Under this alternative, the building and site is proposed for rehabilitation and seismic retrofitting to accommodate the administrative public safety complex function. Rehabilitation and occupancy would prevent further deterioration of the historic fabric and vandalism problems in the currently unoccupied building. Proposed alterations to the building and site would be performed to Trust standards and guidelines to avoid any effect on the building's historic integrity, the cultural landscape, and historic setting of the Main Post. Rehabilitation would be guided by the *Secretary of the Interior's Standards for Rehabilitation*, *Guidelines for the Treatment of Cultural Landscapes*, and the *Guidelines for Rehabilitating Buildings at the Presidio of San Francisco* and would be subject to review and approval by the Trust and the NPS (via the NHPA Section 106 Review Process).

Energy-efficient systems and environmentally responsible materials and construction processes would be incorporated into the building design in accordance with the Trust's *Green Building Guidelines for the Rehabilitation of Historic and Non-Historic Buildings* and subject to review and approval by the Trust.

3 ENVIRONMENTAL CONSEQUENCES

Rehabilitation and preservation of significant landscape features and spaces would result in a beneficial effect on the cultural landscape.

None of the proposed rehabilitation under this alternative could be performed, however, because neither NPS nor the Trust has the necessary long-term capital financing to pay for the proposed improvements.

3.2.3 LONG-TERM OFFICES (PREFERRED ALTERNATIVE)

Effect of Rehabilitation – The preferred alternative would result in the preservation and enhancement of Building 35. Proposed rehabilitation and occupancy would prevent further deterioration of the building and would reverse adverse impacts of vacancy on the remaining historic fabric. Alterations to the building and the site would occur under this alternative, but the effects of these changes would be beneficial overall and would not have a significant impact to the building's historic integrity or the integrity of the cultural landscape and historic setting of the Main Post.

Guidelines for Rehabilitation – As a minimum standard, rehabilitation and proposed alterations would be guided by and comply with the *Secretary of the Interior's Standards for Rehabilitation* and the *Guidelines for Rehabilitating Buildings at the Presidio of San Francisco*. The building-specific assessment of existing conditions and inventory of character-defining elements of the building (Carey and Company 2000) would further guide rehabilitation and minimize the potential for adverse impacts. Building design would be in keeping with the character-defining elements of the historic setting and would be subject to review and approval by the Trust (in coordination with the NPS Cultural Resources Branch) and the SHPO. The Trust would also carry out monitoring to ensure that park cultural resources are being protected.

Energy-efficient systems and environmentally responsible materials and construction processes would be incorporated into the design in accordance with the Trust's *Green Building Guidelines for the Rehabilitation of Historic and Non-Historic Buildings* and subject to review and approval by the Trust (refer to Appendix C for proposed sustainability and conservation practices).

Using funds of the proposed master tenant (Hambrecht and Company), all desired rehabilitation proposed (and described in more detail below) under this alternative can and would be completed.

Proposed Exterior Alterations and Additions – Proposed alterations would include the complete restoration of the missing overhanging ornamental cornice and the projecting balconies and the re-opening of portions of the first floor loggia. Restoration of the missing historic cornice and balcony features would return to the exterior these significant character-defining features from the original period of construction.

Proposed additions would include a stair tower at the east (rear) elevation, a stair and elevator penthouse to access the existing penthouse structure, and a roof deck and skylights at the roof level. The new additions would be positioned at the east (rear) elevation, which is considered the secondary elevation. The new elements would be designed consistent with the *Secretary of the Interior's Standards for Rehabilitation*, and would be treated in a contemporary, compatible and reversible manner. The stair tower element would be designed to be a neutral, lightweight, partially transparent contemporary addition, located in the recessed court area at the east elevation



3 ENVIRONMENTAL CONSEQUENCES

and connected to the primary structure so that access into the stair occurs only at modified existing openings. While designed to be a permanent improvement, using durable and compatible materials, the entire stair structure could be removed at some future date with negligible damage to the historic structure. The location of the roof top elements would be carefully sited to minimize their visibility from below or elsewhere in the Presidio. The low-slope roof ensures that the skylights would not be visible and by setting the deck into the roof, the visual effects of the new construction would be minimized at all elevations. The new elevator and stair penthouse would be required to provide compliant access and egress from the historic penthouse addition and the location of these additive elements behind the existing penthouse at the secondary elevation would reduce any visual impact. The other character defining features at the roof level are the concrete chimneys, which would remain as is.

Proposed Interior Treatments – Alterations to the interior would also be consistent with the *Secretary of the Interior's Standards for Rehabilitation* and encompass only minimal changes to the remaining character-defining features. New elevators would be located to provide access throughout. New concrete (shotcrete) shear walls would be located against the existing concrete walls that define historic stair enclosures. On all three floors, most of the clay tile partitions and corridor walls that were constructed during the period of significance would be maintained and braced for lateral seismic stability with fiber mesh wall covering or steel stud furring on the office side of the corridor. The proposed extent of partition removal to accommodate new uses would be limited to less than ten percent of the historic walls, the majority of which are considered of secondary or tertiary significance. Most of the non-historic partitions, corridor walls and finishes would be removed to return previously open floor areas to closer to their original open plan configuration.

All remaining historic fabric, including wall configurations, fixtures and finishes within General DeWitt's office would be preserved and interpreted. Repairs, where necessary would be with an in-kind material. A plan would be developed in coordination with park historians and others, including the National Japanese American Historical Society, for the interpretation to the public of the significance of this space and the events related to the internment of Japanese-Americans during World War II. Public access to these spaces would be provided (refer to Appendix B for the proposed interpretive program for sustainability and conservation practices).

Effect on Cultural Landscape – Rehabilitation of landscape features and spaces would have a beneficial effect on the cultural landscape, and no adverse impacts are anticipated. Landscape improvements would maintain the historic integrity of the site and reflect the building's placement on the edge of the Parade Ground. Site changes would be consistent with *Guidelines for the Treatment of Cultural Landscapes* and the character of the Main Post cultural landscape. Improvements would be subject to review and approval by Trust (in coordination with the NPS Senior Landscape Architect) and SHPO.

Historic entries and circulation patterns would be maintained, and some areas of concrete paving at the west side would be removed to reintroduce palm trees in appropriate locations and turf areas consistent with historic plantings. Elsewhere, the design would retain and preserve all of the existing mature trees at the north, south and west sides leaving the appearance as is and only replacing the existing turf with more sustainable Presidio-approved types. At the east side of the site, which would be retained as the service side of the building, the

3 ENVIRONMENTAL CONSEQUENCES

landscape design would provide less formal outdoor and service spaces with paving and minimal plantings consistent with what is the assumed historic treatment. A detailed landscape plan and plant selection list would be submitted to ensure the most appropriate treatment of landscape vegetation. The cultural landscape analysis (Smith and Smith 2000) and consultation with Trust and NPS staff and the SHPO would further guide development of the landscape design to preserve the site's historic values.

3.2.4 INTERIM OFFICES

Under this alternative, stabilization of the historic building would be sought. Any proposed building treatment would be performed to Trust standards and guidelines, including the *Secretary of the Interior's Standards for Rehabilitation*. The cultural landscape would receive limited treatment. No adverse effects on the historic setting would occur under this alternative.

None of the proposed stabilization or building treatments are likely to be implemented under this alternative because short-term users capable and willing to fund long-term capital improvements have not and are unlikely to be found.

3.2.5 CUMULATIVE IMPACTS

Recent and proposed building rehabilitation within this portion of the Main Post, specifically for Buildings 35, 36, 37, 38, 39, 85, 86 and 87, would have a beneficial effect on historic properties. Rehabilitation would entail alteration of the appearance of the buildings. Building designs would conform to the *Secretary of the Interior's Standards for Rehabilitation* and *Guidelines for Rehabilitating Buildings at the Presidio of San Francisco*. Rehabilitation work would retain historic fabric and character-defining features to the extent possible, and would enhance the historic character of the buildings by means of removal of intrusive features and replacement of these with more compatible features. Building sites would be landscaped and planted consistent with *Guidelines for the Treatment of Cultural Landscapes* and in a manner compatible with the historic district. The sites would reflect their appearance during the buildings' period of significance.

3.3 Visitor Experience and Public Access

3.3.1 BACKGROUND

Among the opportunities and challenges facing the NPS and the Presidio Trust is to create an experience for visitors to learn about the vast and varied Presidio stories represented in the natural, historical, architectural, and cultural resources of the Presidio. The NPS and the Trust are currently working together to prepare a Presidio Interpretation Plan. The Presidio Interpretation Plan as currently conceived and proposed is an implementation plan which articulates and reinforces five Presidio Interpretive Themes (Military History, Crossroads of Culture, Natural Systems, Understanding the Changing Landscape, and Transformation: The Presidio from "Post to Park") and the associated stories. The plan, if adopted, would provide a framework that describes how the various Presidio stories connect with one another, and where and how the stories can best be told. The framework would identify actions, programs, interpretive and educational media, events, exhibits and publications necessary to interpret the five themes of the Presidio and the priority stories associated with each theme. This plan would prioritize actions for the next five years.

3 ENVIRONMENTAL CONSEQUENCES

3.3.2 PUBLIC SAFETY FACILITY (NO ACTION ALTERNATIVE)

Strict security and protective measures required under this alternative would limit public access to the public safety facility portion of the building. Public counters within close proximity of the building entrance would control public ingress and limit the public's ability to move about the facility. Prisoner passageways or areas would also conflict with public access (NPS 1993a). Approximately 10 percent of the interior space within the building would be accessible to visitor use.

3.3.3 LONG-TERM OFFICES (PREFERRED ALTERNATIVE)

Under this alternative, core activities within the building would not interfere with visitor use and enjoyment of the publicly accessible portion of the building, surrounding public space or buildings within the park. Approximately 11 percent of the interior space within the building would be dedicated to visitor use. Visitor facilities would be compatible with preservation of the building and provide an atmosphere conducive to appreciation of the building and Presidio history. Lobbies, the café, outdoor porticos, subtenants' offices dedicated to enhancement of Presidio programs, and the former general's office⁶ would be open to the public. In the main lobby, visitors and tenants would be provided with basic history and information on the building, including its rehabilitation, to enhance their understanding of the building. An interpretive program would feature important subjects from the building's history including its role in World War II, the Japanese-American internment and other major events (Appendix B). The interpretive program would be consistent with the Presidio-wide interpretive planning underway through the joint and coordinated efforts of the NPS and Trust.

3.3.4 INTERIM OFFICES

Under this alternative, few actions would be taken to interpret Presidio themes and expand visitor opportunities. Few improvements would be implemented to make the building easy to appreciate. The building may not be devoted to activities that involve the visiting public. Tenants, if they could be found, would be encouraged, but not required, to provide public programs related to the park's purpose.

3.3.5 CUMULATIVE IMPACTS

Visitor use improvements made within historic buildings in proximity to the Main Post Parade Ground, specifically those in Buildings 35, 37, 38, 39, 85, 86 and 87, would enhance public understanding and appreciation of the historic significance of each of the buildings. Building displays would portray the role of its tenants on the Presidio. Public use of and programming within these buildings would be unlike those in a traditional national park. However, organizations within these buildings would provide some educational benefits and would provide financial support and/or other resources to allow for interpretation or education for the public by the NPS and Trust. While the GMPA envisioned little visitor experience associated with the use of buildings on the east side of the Main Post by the Sixth Army and the U.S. Park Police, the current and proposed uses of these buildings would provide for greater programmatic contributions to the park visitor.

⁶ General DeWitt's office would be open to the public by appointment or by guided tour only.

3.4 Traffic and Parking

The following discussion is based on the transportation analysis provided in Appendix F (Wilbur Smith Associates 2001).

3.4.1 BACKGROUND

Under any of the alternatives, the reuse of Building 35 would result in an increase in the number of persons traveling to and from the currently vacant site, and would increase the number of vehicle, pedestrian and bicycle trips in the site vicinity. However, none of the alternatives would significantly affect traffic operating conditions. Impacts of the additional vehicle trips on traffic operating conditions were assessed at five intersections considered as locations likely to be most affected by the alternatives: Lombard Street/Lyon Street, Lombard Street/Presidio Boulevard, Letterman Drive/Presidio Boulevard/Lincoln Boulevard, Lincoln Boulevard/Halleck Street and Lincoln Boulevard/Graham Street. The five intersections are currently unsignalized, with the intersection of Lincoln Street/Halleck Street under two-way STOP control (southbound Halleck Street approach) and the remaining intersections under all-way STOP control. During the weekday p.m. peak hour, the intersections currently operate at acceptable levels of service (LOS D or better) (Table 1).

With the possible exception of the no action alternative, the alternatives would include a Transportation Demand Management (TDM) program which would complement the Presidio-wide travel demand strategies for improving transit, pedestrian and bicycle conditions and reducing auto travel to the Presidio (e.g., internal shuttle service, bicycle facilities, parking management). The TDM program for the preferred alternative would include measures to reduce auto use and parking demand in the Presidio by employees and visitors, and would establish specific performance criteria and a monitoring and reporting process (Appendix E).

The GMPA EIS analysis assumed that travel to Building 35 would be 77 percent by auto in year 2000 and 73 percent by auto in year 2010, with an average vehicle occupancy of 1.5 persons per vehicle. The percentage of trips by auto in year 2010 is consistent with the auto mode share currently required of Presidio tenants of 70 percent by auto, with an average vehicle occupancy of 1.4 persons per vehicle. The GMPA EIS methodology for determining parking supply allocated 161 parking spaces for Building 35 uses (NPS 1994b).

Building 35 is located adjacent to the Presidio Fire Station (Building 218). Recent interim changes to the local roadways as part of Presidio Fire Station improvements have decreased the fire station operation's disruption to, and future delay from, Lincoln Boulevard traffic (NPS 1997a). Long-term changes involve rerouting north/south traffic onto Anza Avenue and connecting to Halleck Street (NPS 1994b).

Project construction activities are expected to result in additional traffic on the surrounding roadways and intersections. However, the increase would be temporary and small and is considered to be less than significant (WSA 2001).

Transit trips generated by the alternatives would result in minimal increases in ridership on MUNI bus lines that serve the Presidio, as well as the Golden Gate Transit transbay bus lines (WSA 2001).

3 ENVIRONMENTAL CONSEQUENCES

Additional pedestrian and bicycle trips that would be generated in the vicinity of Building 35 would be accommodated within the existing pedestrian and bicycle network (WSA 2001).

Table 1
Intersection Level of Service Definitions

All-Way Stop Controlled Intersections

LEVEL OF SERVICE	AVERAGE TOTAL DELAY (SECONDS/VEHICLE)
A	< 5.0
B	5.1 - 10.0
C	10.1 - 20.0
D	20.1 - 30.0
E	30.1 - 45.0
F	> 45.0

Two-Way Stop Controlled Intersections

LEVEL OF SERVICE	AVERAGE TOTAL DELAY (SEC/VEH)	TYPICAL TRAFFIC CONDITION
A	0 - 5	Little or no delay.
B	5.1 - 10	Short traffic delays.
C	10.1 - 20	Average traffic delays.
D	20.1 - 30	Long traffic delays.
E	30.1 - 45	Very long traffic delays.
F	> 45	*

*Level of Service F exists when there are insufficient gaps of suitable size to allow a side street demand to cross safely through a major street traffic stream. This level of service is generally evident from extremely long total delays experienced by side street traffic and by queuing on the minor approaches.

Source: Transportation Research Board 1994.



3 ENVIRONMENTAL CONSEQUENCES

3.4.2 PUBLIC SAFETY FACILITY OFFICES (NO ACTION ALTERNATIVE)

Travel Demand – The uses associated with the public safety facility would generate approximately 843 daily person trips to and from Building 35, generally evenly split between the security functions and the administrative office uses (Table 2). The number of p.m. peak hour person trips would be 79. During the weekday p.m. peak hour there would be 119 person trips, including 79 trips by auto, 19 trips by transit and 21 trips by walk and bicycle modes. The 79 auto person trips would result in 56 vehicle trips (auto person trips divided by an average vehicle occupancy of 1.4 persons per vehicle).

Table 2
Estimated Trip Generation

ALTERNATIVE	PERSON-TRIPS BY MOOE				VEHICLE TRIPS
	AUTO	TRANSIT	WALK/BICYCLE	TOTAL	
Weekday Daily					
Public Safety Facility Offices (No Action Alternative)	562	133	148	843	402
Loog-Term Offices (Preferred Alternative)	606	157	327	1,090	526
Interim Offices	758	178	195	1,131	541
Weekday PM Peak Hour					
Public Safety Facility Offices (No Action Alternative)	79	19	21	119	56
Long-Term Offices (Preferred Alternative)	53	13	21	87	47
Interim Offices	76	18	20	114	54

Source: Wilbur Smith Associates 2001

Intersection Operating Conditions – The addition of 56 vehicle trips to the existing traffic volumes at the five study intersections would not significantly affect p.m. peak hour operating conditions. All intersections would continue to operate as under existing conditions (LOS D or better). The additional traffic, and the closing of Mesa Street or its restriction to one-way traffic required for this alternative, would not affect the ability of fire and emergency vehicles to enter and exit the Presidio Fire Station (NPS 1997a).

Parking – The public safety facility would generate a need for 129 parking spaces to accommodate officers, administrative staff and visitors. This parking demand would be expected to be accommodated within the parking supply of 161 spaces allocated on Mesa Street near the building and within the Main Parade Ground parking area.

3 ENVIRONMENTAL CONSEQUENCES

3.4.3 LONG-TERM OFFICES (PREFERRED ALTERNATIVE)

Travel Demand – Long-term offices would generate approximately 1,090 daily person trips to and from Building 35 (Table 2). The preferred alternative would generate the fewest number of p.m. peak hour person trips of the three alternatives, primarily due to the non-standard work hours (i.e., other than the typical 8:00 AM to 5:00 PM workday) associated with financial services activities. During the weekday p.m. peak hour the preferred alternative would generate 87 person trips, including 53 trips by auto, 13 trips by transit and 21 trips by walk and bicycle modes. The 53 auto person trips would result in 47 vehicle trips (auto person trips divided by an average vehicle occupancy of 1.13 persons per vehicle).

Intersection Operating Conditions – The addition of 47 p.m. peak hour vehicle trips to the existing traffic volumes at the five study intersections would not significantly affect operating conditions. All intersections would continue to operate as under existing conditions (LOS D or better). The additional traffic generated by this alternative would not affect fire and emergency vehicle access to the fire station.

Parking – Employees and visitors to Building 35 under this alternative would result in a parking demand of 162 spaces, including 156 spaces for the offices and 6 for the café. This demand would generally be accommodated within the dedicated parking supply of 161 spaces (12 adjacent to Building 35 and 149 in the Main Parade Ground parking lot). The TDM program developed as part of this alternative would support transit use and discourage single-occupant auto use by employees by providing incentives for carpooling and not driving (e.g., preferential carpool/vanpool parking, carpool/vanpool matching). Implementation of the TDM measures, in combination with the Presidio-wide strategies, would over time be expected to achieve a commute mode share equal to 70 percent auto mode and an average of 1.4 persons per vehicle, and would be expected to reduce the parking demand from 162 to 130 spaces.

3.4.4 INTERIM OFFICES

Travel Demand – Under this alternative, office use would generate approximately 1,131 daily person trips to and from Building 35 (Table 2). During the weekday p.m. peak hour there would be 114 person trips, including 76 trips by auto, 18 trips by transit, and 20 trips by walk and bicycle modes. The 76 auto person trips would result in 54 vehicle trips (auto person trips divided by an average vehicle occupancy of 1.4 persons per vehicle).

Intersection Operating Conditions – The addition of 54 p.m. peak hour vehicle trips to the existing traffic volumes at the five study intersections would not significantly affect operating conditions. All intersections would continue to operate as under existing conditions (LOS D or better). The additional traffic generated by this alternative would not affect fire and emergency vehicle access to the fire station.

Parking – Employees and visitors traveling to Building 35 office uses by car would be expected to result in a parking demand of 125 spaces, that would be accommodated within the allocated parking supply of 161 spaces in the Main Parade Ground parking lot.

3.4.5 CUMULATIVE IMPACTS

Traffic – Year 2010 cumulative conditions include increases in traffic volumes resulting from increased occupancy of the Presidio (per GMPA) and reasonably foreseeable projects in the surrounding neighborhoods.

3 ENVIRONMENTAL CONSEQUENCES

Increases in person and vehicle trips that would result from implementation of the alternatives would not result in a significant contribution to the projected cumulative traffic conditions. The addition of vehicle trips associated with each alternative to cumulative traffic volumes at the study intersections is expected to be less than significant (two percent or less).

Under cumulative conditions, four of the five study intersections would fail (operate at LOS E or F) if the existing roadway configuration at the study intersections is maintained. Proposed improvements prior to 2010 associated with development of the Letterman Complex would improve operating conditions at the intersection of Lombard Street/Lyon Street from LOS F to LOS B, and at the intersection of Lombard Street/Presidio Boulevard from LOS E to LOS D. The poor operating conditions at the intersections of Lincoln Boulevard/Halleck Street and Lincoln Boulevard/Graham Street would be improved by the proposed changes to Halleck Street, Anza Avenue and Graham Street as identified in the GMPA. These potential changes, which include realigning Halleck Street to intersect with Lincoln Boulevard at Anza Avenue and closing Graham Street to vehicular traffic, are expected to improve the operation of these intersections to acceptable levels.

Parking – Cumulative parking conditions were assessed for the Main Post area, the area that would be most influenced by parking demand associated with the Building 35 alternatives. The 2010 cumulative parking demand as estimated by the GMPA for the Main Post area is 1,970 spaces, compared to the planned supply of 1,856 spaces, resulting in a slight deficit in parking spaces. Provision of fewer parking spaces than estimated demand would support the GMPA goal to reduce auto travel to the Presidio. The Building 35 parking supply of 161 spaces represents about nine percent of the planned parking supply in the Main Post area, and the year 2010 parking demand of 130 spaces represents six percent of the estimated Main Post area demand. Since the Building 35 parking demand would be accommodated within the proposed supply and represents less than 10 percent of the overall Main Post area parking supply and demand, implementation of the alternatives would not be expected to result in a significant contribution to the projected cumulative parking conditions.

4 LIST OF AGENCIES AND PERSONS CONSULTED

The following persons were consulted in the preparation of this document:

Leo Barker, Historic Archeologist, National Park Service
Eric Blind, Archeological Technician, Presidio Trust
Ric Borjes, Chief of Cultural Resources and Museum Management, National Park Service
Veronica Bryan, Project Manager, W. R. Hambrecht and Company
Steve Haller, Historian, National Park Service
Marty Mayer, Archeologist, National Park Service
Sannie Osborn, Archeologist, Presidio Trust
Julianne Polanco, Historic Preservation Compliance Manager, Presidio Trust
Paul Scolari, Section 106 Coordinator/Historian, National Park Service
Chi-Hsin Shao, Transportation Consultant, CHS Consulting Group
Sharon Smith, Marketing/Public Relations, W. R. Hambrecht and Company
Keith Turner, Project Architect, Huntsman Architectural Group
Nick Weeks, Senior Cultural Landscape Architect, National Park Service

This environmental assessment will be made available to agencies and organizations known to have an interest in the Presidio. Public notice of the availability of the EA will also be given in the Federal Register and the Presidio Post.

Additional consultation will occur with the State Historic Preservation Officer and the National Park Service Cultural Resources Branch during the historic building tax credit process to ensure that historic preservation concerns are fully considered and accommodated.



5 REFERENCES

Carey and Company

- 2000 *Building 35 Historic Structure Report*. Dated May 8, 2000)

City and County of San Francisco

- 1992 *Guidelines for Environmental Review: Transportation Impacts*. Department of City Planning.
- 1993 *Citywide Travel Behavior Survey*. Department of City Planning, San Francisco Public Utilities Commission, and San Francisco County Transportation Authority. Dated May 1993.

CHS Consulting Group

- 2000 *WR Hambrecht & Co Transportation Demand Management Program*. Dated December 11, 2000.

Institute of Transportation Engineers

- 1991 *Trip Generation, 5th Edition*. Washington, D.C.
- 1994 *Trip Generation, 6th Edition*. Washington, D.C.

National Park Service, Golden Gate National Recreation Area

- 1993a *Presidio Public Safety Analysis: a Supplement to the Draft General Management Plan Amendment Presidio of San Francisco*.
- 1993b *Presidio National Register of Historic Places Registration Forms*. (final, October).
- 1994a *Final General Management Plan Amendment and Environmental Impact Statement, Presidio of San Francisco, Golden Gate National Recreation Area*.
- 1994b *Presidio Transportation Planning and Analysis Technical Report. A Supplement to the Final General Management Plan Amendment Presidio of San Francisco*.
- 1995 *Guidelines for Rehabilitating Buildings at the Presidio of San Francisco*. Prepared by Architectural Resources Group, San Francisco, California. Dated March 1995.
- 1996 *Determination of No Adverse Effect Upon the Presidio of San Francisco National Historic Landmark from Rehabilitation and Construction of an Addition at the Presidio Fire Station (Building PE-218)*. Letter to Cheryl Widell, State Historic Preservation Officer. Dated December 23, 1996.
- 1997a *Environmental Assessment: Presidio Fire Station Improvements*.
- 1997b *Staff Report: Presidio Fire Station Improvements Environmental Assessment*.
- 1999 *Memorandum from GGNRA Environmental Protection Specialist to Jim Meadows, Executive Director, Presidio Trust*. Subject: Project Review Committee Recommendations for Categorical Exclusion – Meeting of July 21, 1999.

Presidio Trust

- 1998a *Request for Qualifications: Multi-Tenant Space and Buildings for Lease at the Historic Main Post*.
- 1998b *Presidio Transportation Survey*.

- 1999 *Board Resolution No. 99-11 (General Objectives)*. Dated March 4, 1999.
- 2000a *Presidio Trust Implementation Plan: An Updated Plan for Area B of the Presidio – Conceptual Alternatives Workbook*. Dated November, 2000.
- 2000b *Final Environmental Impact Statement and Planning Guidelines for New Development and Uses on 23 Acres within the Letterman Complex: A Supplement to the 1994 General Management Plan Amendment Environmental Impact Statement for the Presidio, Presidio of San Francisco*. Dated March, 2000.
- 2000c *Green Building Guidelines for the Rehabilitation of Historic and Non-Historic Buildings*. Draft Report. Dated October 5, 2000.

Robert Peccia & Associates, Inc.

- 1994 *Presidio Transportation Planning and Analysis Technical Report*. July 1994.
- 1996 *The Presidio Traffic Update Report of Findings*. December 1996.
- 1998 *Presidio Bus Management Plan*. Preliminary Draft. September 1998.

Smith and Smith

- 2000 *Building 35 Cultural Landscape Analysis*. Dated April 28, 2000.

Transportation Research Board

- 1994 *Highway Capacity Manual*. Transportation Research Circular 373, Washington, D.C.

Wilbur Smith Associates

- 2001 *Building 35 EA Draft Transportation Technical Report*.



A .
NEPA ENVIRONMENTAL
SCREENING FORM

A. NEPA ENVIRONMENTAL SCREENING FORM

1. Background

- **Project Title** – Rehabilitation of Building 35 (former Enlisted Men's Barracks)
- **Lead Agency** – Presidio Trust, 34 Graham Street, P.O. Box 29052, San Francisco, CA 94129-0052
- **Project** – Rehabilitation of a former barracks and office in the Main Post area of the Presidio of San Francisco for office use, with a minor coffee bar/deli use.
- **Contact Person** – Robert Wallace, Architect
- **Phone Number** – (415) 561-5378

2. Purpose of Environmental Screening Form

This Environmental Screening Form (ESF) is based on the results of a preliminary environmental analysis for rehabilitating historic Building 35 for office use (project). The ESF is being used to deemphasize insignificant issues, and narrow the scope of further National Environmental Policy Act (NEPA) review accordingly.

3. Project Description/Location

The alternatives being evaluated for study include the following:

1. **Public Safety Facility Offices (No Action Alternative):** Under this alternative, Building 35 would become the administrative and public safety complex within the Presidio. The facility would be used by the U.S. Park Police as a law enforcement and communications/alarm dispatch center for the Presidio and GGNRA, and would include administrative offices for law enforcement Park Rangers. Approximately 213 persons would work or have offices within the building.
2. **Long-Term Offices (Preferred Alternative):** Under this alternative, the building would be used for underwriting and advisory services for technology and growth companies, as well as equity research, sales and trading, electronic brokerage and private equity offerings for institutions and individuals. Approximately 225 employees would work within the building. The alternative would also include a minor coffee bar/deli.
3. **Offices for Interim Uses (No Action Alternative):** Under this alternative, every effort would be made to lease Building 35 on an interim basis for the highest and best uses. Uses of the building may not relate to the park's purpose. However, preference would be given to those tenants proposing to offer public programs or services related to the GMPA.

4. Environmental Screening Checklist

DOES THE PROPOSED PROJECT HAVE THE POTENTIAL TO:

	Yes	No
1. Destroy, remove or result in the gradual deterioration of historic fabric, terrain or setting?	<input type="checkbox"/>	<input checked="" type="checkbox"/>



A. NEPA ENVIRONMENTAL SCREENING FORM

DOES THE PROPOSED PROJECT HAVE THE POTENTIAL TO:

	Yes	No
2. Alter historic ground cover or vegetation?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Introduce non-historic elements (visible, audible or atmospheric) into a historic setting, structure or environment?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Reintroduce historic elements in a historic setting or environment?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Affect archeological resources?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6. Experience extensive damage due to geologic hazards?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
7. Disturb the ground surface or change the surface topography?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
8. Change the pattern of surface water flow?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
9. Compromise slope stability?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
10. Degrade surface or ground water quality?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
11. Involve issues of concern for park neighbors or organizations or generate media attention?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
12. Conflict with adjacent uses either private or public?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
13. Adversely impact current or planned visitor services, access or available parking?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
14. Perceptibly increase the background noise levels or expose people to loud noise?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
15. Increase vehicle emissions or emissions of other air pollutants?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
16. Generate nuisance dust or odors?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
17. Increase traffic congestion, traffic volumes or adversely affect traffic safety for vehicles, pedestrians or bicyclists?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
18. Impede accessibility?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
19. Substantially increase the amount of energy or water used or waste generated?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
20. Involve bandling/storage of hazardous substances?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
21. Maintain or create a public or employee safety or health hazard?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
22. Block or substantially alter an existing view, be visually intrusive or contribute	<input type="checkbox"/>	<input checked="" type="checkbox"/>



A. NEPA ENVIRONMENTAL SCREENING FORM

DOES THE PROPOSED PROJECT HAVE THE POTENTIAL TO:

	Yes	No
to a degraded visual condition?		
23. Affect rare, endangered or sensitive species?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
24. Adversely affect wildlife (feeding, nests, dens, roosts, etc.)?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
25. Add or remove plants?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
26. Affect wetland, riparian or coastal habitat?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
27. Attract animal or insect pests?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
28. Increase demand for police services or create an attractive nuisance?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
29. Increase demand for fire protection services or increase wild fire hazard?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
30. Result in other cultural resource, natural resource or visitor services impacts?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
31. Increase night lighting or glare?	<input type="checkbox"/>	<input checked="" type="checkbox"/>

5. Preliminary Evaluation of Impacts

(Briefly address each "Yes" answer from the Environmental Screening Checklist in Section 4 above, and provide supporting information for each "No" answer if warranted. Describe the potential impact and any recommendations for avoiding or reducing the impact.)

2, 3, 4. *Alter historic ground cover or vegetation, introduce non-historic elements (visible, audible or atmospheric) into a historic setting, structure or environment, or reintroduce historic elements in a historic setting or environment?* YES. The intent of the project is to lease and rehabilitate the building for use as an office facility to ensure its preservation. All alterations to both building and site would be performed in accordance with the *Secretary of the Interior's Standards for Rehabilitation*. These alterations would include the restoration of certain missing elements of the original building's exterior appearance that had been altered or removed over time, the elimination of non-historic alterations made after the period of significance, and alterations to meet life-safety concerns and the proposed new use of the building.

Design consultation and review of the proposed project with the Cultural Resources Branch of the National Park Service, Golden Gate National Recreation Area has occurred (see Preservation Assessment "5X" form and excerpt from Summary of 12/13/00 5X Meeting in Appendix D). This process has resulted in project revisions being made in order to minimize potential adverse effects to the historic structure and setting. Since the use of federal Rehabilitation Tax Credits is being sought, the tenant would submit the project to the State Historic Preservation Office for formal review and approval. In accordance with the NPS Programmatic Agreement dated July 1994, the tax credit review process is the vehicle for compliance with Section 106 of the National



A . N E P A E N V I R O N M E N T A L S C R E E N I N G F O R M

Historic Preservation Act of 1966 (NHPA). Design consultation with the SHPO has commenced (refer to January 2, 2001 Memorandum from Carey and Company in Appendix D), continues, and would consider comments made by the Cultural Resources Branch of NPS as listed:

- a) More detailed landscape plans are required to determine appropriateness of landscape proposal.
- b) Exterior stair needs revised design that is more compatible with building.
- c) Clarification is required to ensure chimneys will be preserved.
- d) The tenant's plans/programs should demonstrate how it will preserve the physical features (e.g. Commanding General DeWitt's Office), and interpret to the public the events, related to the internment of Japanese-Americans during WWII.

Once SHPO and NPS-Pacific Great Basin (on behalf of the Secretary of the Interior) have reviewed the project, the tenant would incorporate any conditions for approval. Final certification of the project would occur upon completion and acceptance by SHPO and NPS-Pacific Great Basin. In addition, for a five year period after certification, NPS may retain the right to review and approve any subsequent alterations to the project.

Because the Section 106 Review certification process has not been completed, further documentation is provided in the EA.

5. *Affect archeological resources?* YES. Building 35 does not lie within an area of Archaeological Sensitivity as determined by the National Historic Landmark Re-Documentation (Alley et al. 1993). Therefore no known or predicted sites are located in the adjacent land area. Yet, given the concentration of myriad activities throughout the Main Post over time there is potential for an unforeseen discovery not predicted through analysis of the historic record. Furthermore, given the site's proximity to freshwater, a prehistoric discovery is within the realms of possibility. In the event of a discovery, the following protocol will be followed.

Prehistoric Discovery – If historic or archaeological remains (glass, metal, ceramic, bone, shell, etc.) are found during any excavations located on the Presidio National Historic Landmark District, immediate notification will be provided to either the Presidio Trust Archaeologist or Archaeological Technician so the discovery can be examined, recorded, and an in-field decision can be made regarding its treatment. In particular, if any human remains or associated artifacts are found all work must stop in the vicinity of the discovery. The finds must be protected and left as found, and the designated archaeologists must be contacted immediately. (Source: 43 CFR 10.4 [Inadvertent Discoveries]; 43 CFR 7.4 [Prohibited Acts and Criminal Penalties])

The above measures to protect archaeological resources would be taken in the event of a discovery.

6. *Experience extensive damage due to geologic hazards?* YES. Future earthquake ground motion at the project site is expected to be relatively high because of the proximity of the San Andreas Fault (about 9 kilometers west). Prior to construction, a geotechnical report will be prepared to document the extent of geologic hazards and discuss the requirements of the Seismic Hazard Mapping Act. In developing appropriate

A . N E P A E N V I R O N M E N T A L S C R E E N I N G F O R M

mitigation measures to respond to seismic hazards, Guidelines for Evaluating and Mitigating Seismic Hazards in California (California Division of Mines and Geology 1997) would be utilized. A certified engineering geologist and a registered geotechnical engineer (to evaluate geologic subgrade, earthquake ground motion, and liquefaction), as well as a registered structural engineer (to evaluate structural safety) would prepare such mitigation. Information and technical assistance from the California Department of Conservation's Division of Mines and Geology would also be sought to reduce seismic risk to acceptable levels.

7, 9. *Disturb the ground surface or change the surface topography, change the pattern of surface water flow, or lead to increased runoff or erosion?* YES. The project includes installation of new site irrigation and turf, foundation/tree plantings and removal of asphalt paving (Mesa Street side) to accommodate public and service space. New utility connections would require additional ground disturbance, primarily from Mesa Street. New site elements such as street lighting, benches, signs, parking stalls, curbing and sidewalks are also anticipated as part of the site rehabilitation. The tenant would comply with Presidio site and ground disturbance requirements set forth in the Presidio's utility, archeological and environmental clearances and other rehabilitation standards prior to any site or ground disturbance, and would take all necessary measures to protect disturbed areas from rain and other elements of the weather during construction. No substantial erosion or surface run-off, either on or off-site, is expected to occur. No additional analysis is required.

11. *Involve issues of concern for park neighbors or organizations or generate media attention?* YES. The project was announced in two local newspapers (Carlsen 2000; Matier and Ross 2000). While concerns have been raised regarding the appropriateness of financial services office user in the Presidio, the project has generated little environmental controversy.

12. *Conflict with adjacent uses either private or public?* YES. Traffic associated with the project has the potential to increase delays and access on Lincoln Boulevard, which may interfere with emergency access to and from the adjacent fire station (Building 218). Therefore, additional analysis is provided in the EA to determine the impact on the fire station due to potential disruption by, and delay from project-related Lincoln Boulevard traffic.

13. *Adversely impact current or planned visitor services, access or available parking?* YES. The Main Post is envisioned as a lively pedestrian district, the center of the Presidio, and the focus of both business and visitor activities. Analysis is provided in the EA to determine the impact on Main Post access and circulation, activities involving the visiting public, and parking capacity.

14. *Perceptibly increase the background noise levels or expose people to loud noise?* YES. The Presidio is generally quieter than the surrounding urban environment. Managing ambient urban noise is difficult because of the unpredictability of the sources and the dispersal throughout the landscape. Traffic associated with office use is not expected to cause a noticeable increase in the ambient noise level in the project vicinity (in order for this to occur, traffic volumes would need to double). Construction noise could be noticeable and annoying to nearby building occupants and park visitors. During construction, contractors and other equipment operators would be obliged to comply with provisions equivalent to the standards in the San Francisco Noise Ordinance. Noise would be controlled using commercially accepted methods customarily used to control deleterious effects



A . N E P A E N V I R O N M E N T A L S C R E E N I N G F O R M

associated with construction projects in densely populated or developed urban areas. Because construction noise would be temporary and restricted in occurrence and level, the increase in noise in the project vicinity during project construction would not be considered substantial. No further analysis is required.

15, 16. *Increase vehicle emissions or emissions of other air pollutants or generate nuisance dust or odors?*

YES. The air moving into the Presidio is of a very high quality. Motor vehicles are the major source of pollution. The proposal could, on occasion, worsen air quality at street level, but not at a level considered significant. The Bay Area Air Quality Management District (BAAQMD) has established thresholds for projects requiring its review for potential air quality impacts. These thresholds are based on the minimum size projects that the BAAQMD considers capable of producing air quality problems. This minimum standard would not be exceeded, and therefore, no significant air quality impacts would be generated by operation of the project. To reduce or avoid potential impacts to air quality associated with project construction (i.e., dust generation), contractors and other equipment operators would implement BAAQMD feasible control measures during the construction period, and no additional analysis is required.

17. *Increase traffic congestion, traffic volumes or adversely affect traffic safety for vehicles, pedestrians or bicyclists?* YES. Analysis is provided in the EA to examine the impact of traffic volumes on roadways in and adjacent to the Presidio, at adjacent intersections, and on alternative transportation use, including pedestrian and bicycle facilities and public transportation.

19. *Substantially increase the amount of energy or water used or waste generated?* NO. Rehabilitation and reuse of the building (rather than new construction) would by its very nature conserve resources. The tenant would utilize the Presidio's Green Building Guidelines (Presidio Trust 2000a) for guidance in identifying resource efficient materials and practices during building rehabilitation. Energy efficiency design review would be included as part of the architectural and engineering design review process. Best-practices energy efficiency and water conservation design would be implemented wherever possible (Appendix C). As much material as is practical would be reused, salvaged and recycled during building construction. The tenant would also participate in the Presidio Green Building rating program and report on sustainable practices and products used during rehabilitation. During operation, the project would maximize recycling and prevent waste wherever possible. Because waste would be minimized during construction and energy and water would be conserved to the extent practical. No additional analysis is warranted.

20, 21. *Involve handling/storage of hazardous materials¹ or maintain or create a public or employee safety or health hazard?* YES. The project may involve the transportation, use, storage, maintenance and handling of substances of the type customarily used in offices. Any hazardous materials activities would be conducted strictly in accordance with the Presidio Hazardous Waste/Materials Management Procedure (Presidio Trust 1999a) and all applicable federal, state and local laws and regulations. A Hazardous Waste Management protocol would be provided to the Trust Hazardous Material/Waste Coordinator prior to initiation of any

¹ Defined as any chemical, substance, material or waste or component thereof which is now or hereafter listed, defined or regulated as a hazardous or toxic chemical, substance, material or waste or component thereof by any federal, state or local governing or regulatory body having jurisdiction, or which would trigger any employee or community "right-to-know" requirements adopted by any such body, or for which any such body has adopted any requirements for the preparation or distribution of a Material Safety Data Sheet (MSDS).

A. NEPA ENVIRONMENTAL SCREENING FORM

hazardous materials activities. The tenant would obtain and use their own unique EPA Identification Number (unless they can prove themselves to be a conditionally-exempt small quantity generator), and designate a Hazardous Materials Coordinator/Emergency Coordinator, and an alternate coordinator. The tenant would also provide the Trust Hazardous Material/Waste Coordinator reporting information as required under the Emergency Planning and Community Right-to Know laws. All hazardous waste activities would be monitored by the Trust.

The building may contain asbestos, lead-based paint or other hazardous materials. Such hazardous materials would be remediated in accordance with remediation/stabilization and removal plans to be approved by the Presidio Trust and all applicable laws. The tenant would erect and maintain construction barricades enclosing the area of construction to the extent reasonably necessary to minimize the risk of hazardous construction conditions. Other commercially reasonable measures in accordance with good construction practices as appropriate would be taken to minimize the risk of injury to the public resulting from rehabilitation work.

22. *Block or substantially alter an existing view, be visually intrusive or contribute to a degraded visual condition?* NO. Building rehabilitation and restoration of landscape features within the adjacent land area would enhance the existing visual character of the Main Post and would have a positive effect on the visual integrity of the area. Building design detailing and landscaping improvements that would enhance the site's visual qualities would include replacing building cornices and balconies, partial reopening of the portico, removal of asphalt, replanting of palm trees, and foundation plantings in keeping with the historic character of the building. The landscaped area and reestablished lawn would allow a clear view of the building from adjacent streets and clear sight lines from the building to distant views. No additional analysis is necessary.

25. *Add or remove plants?* YES. The project includes the planting of a series of palm trees along the west (main) façade of the building to reflect the original design intent. These palm plantings would help beautify the Main Post, unify nearby buildings, and contribute to the unique historic setting of the Presidio. No additional analysis is necessary.

27. *Attract animal or insect pests?* NO. The café/deli would comply with the Presidio's integrated pest management program that emphasizes preventive measures and restricts the use of chemicals and pesticides unless specifically authorized.

28. *Increase demand for police services or create an attractive nuisance?* YES. The U.S. Park Police (USPP) San Francisco Field Office (SFFO), through interagency agreement with the Presidio Trust, is responsible for ensuring the safety of visitors, tenants and residents at the Presidio. Patrols are conducted via horse, foot, bicycle, motorcycle and car, and may include assistance from canines. The U.S. Park Police have an excellent response and apprehension record. Project-related demand for law enforcement services would increase over current levels as a vacant building (Presidio Trust 1999b). However, additional service and/or equipment costs would be reimbursed through service district charges (SDCs). No further analysis is required.

29. *Increase demand for fire protection services or increase wild fire hazard?* YES. The Presidio Fire Department provides round-the-clock fire prevention and suppression, as well as emergency medical response

A . N E P A E N V I R O N M E N T A L S C R E E N I N G F O R M

services. Project-related demand for fire protection services would increase over current levels as a vacant building (Presidio Trust 1999b). However, no impact on services or response times is expected. Any additional service and/or equipment costs would be reimbursed through service district charges (SDCs).

The tenant would coordinate with the Fire Prevention Office to conduct a health, life and safety codes review of the building to comply with the Uniform Building Code and State Historic Building Code. The Fire Prevention Office would be responsible for reviewing and approving design and construction documents, inspecting construction in progress, and the life safety inspection of subsequent occupancy. The Fire Prevention Office would establish occupancy loads for public assembly areas and enforce those standards. The Fire Prevention Office would perform regular inspections, and can also assist tenants with disaster planning and training (fire drills, for example). The tenant would coordinate with the Fire Prevention Office during all phases of design, construction, and occupancy. Because the project would not cause a significant impact on fire protection services. No further analysis is required.

30. *Result in other cultural resource, natural resource or visitor services impacts?* YES. The project was reviewed by NPS staff subject area experts and committee members as part of the NPS "Project Review" process to ensure compliance with the National Environmental Policy Act (NPS n.d.). The NPS raised the concern that information on the public outreach component proposed by the tenant was lacking. This information was requested in order to assess the conformance of the project with the 1994 General Management Plan Amendment (GMPA) for the Presidio (NPS 1994).² Information on the public outreach program for the project is summarized in Appendix B. The NPS also recommended that, when available, any structural improvements for the building should be submitted to the NPS Cultural Resources Branch for review. Therefore, additional analysis is provided in the EA to determine whether tenant programs would enhance visitor experiences, contribute to implementing the general objectives of the GMPA, and protect the park's intrinsic qualities.

6. References

Alley, Paul; Barker, Leo; Cbappell, Gordon; Feierabend, Carey; Langellier, John; Quitevis, David; Dean, Sally
1993 *National Register Nomination, Presidio of San Francisco*. National Park Service, Western Regional Office, San Francisco.

California Division of Mines and Geology

1997 *Guidelines for Evaluating and Mitigating Seismic Hazards in California*. Special Publication 117, 74 pages.

² Since that time, the Presidio Trust has adopted its own NEPA regulations and internal review process for ensuring compliance for all Trust projects proposed in Area B of the Presidio (Presidio Trust 2000b), and is actively pursuing updating the GMPA for its jurisdictional area (Area B) of the Presidio as part of a planning and environmental review process known as the Presidio Trust Implementation Plan (PTIP). It should be noted that the Trust is not bound by law to conform with the GMPA but, under the Presidio Trust Act (Public Law 104-333), must follow the general objectives of the GMPA (Presidio Trust 1999c). However, for the purposes of complying with NEPA, analysis will be set forth in the EA to identify the consistency of the project with the GMPA and with the general objectives of the GMPA.



A . N E P A E N V I R O N M E N T A L S C R E E N I N G F O R M

Carlsen, Clifford

2000 *Investment Banker Invades the Presidio*. Article in San Francisco Business Times, April 21-27, 2000.

Matier, Phillip and Andrew Ross

2000 *High-Tech Park*. Column Feature in San Francisco Chronicle, April 28, 2000.

National Park Service

1999 *Memorandum from GGNRA Environmental Protection Specialist to Jim Meadows, Executive Director, Presidio Trust*. Subject: Project Review Committee Recommendations for Categorical Exclusion – Meeting of July 21, 1999.

1994 *Final General Management Plan Amendment and Environmental Impact Statement, Presidio of San Francisco*, Golden Gate National Recreation Area.

Presidio Trust

1999a *Hazardous Waste/Materials Management Procedure*. Effective Date: May 28, 1999.

1999b *GGNRA Project Review/5X Form for NEPA Compliance for Master Leasing of Buildings 35, 37, 38 & 85/86/87*. PR-99-088. Dated July 1999.

1999c *Board Resolution No. 99-11 (General Objectives)*. Dated March 4, 1999.

2000a *Green Building Guidelines for the Rehabilitation of Historic and Non-Historic Buildings*. Draft Report. Dated October 5, 2000.

2000b *Final NEPA Regulations*. 36 CFR Part 1010. Effective October 16, 2000.

Reference: 36 CFR Part 1010.

Dated: February 28, 2001.

B .

PROPOSED INTERPRETIVE PROGRAM

Appendix B Proposed Interpretive Program

An interpretive program will be developed to feature important subjects from Building 35's history.

Interpretive signage, including archival imagery and other artifacts, where available, will be located in each of the major public areas of the building, including the main lobby, the café area, outdoor porticos, the south wing lobby (access to General DeWitt's office), and General DeWitt's office.

The signage graphics and materials will be developed in concert with Presidio Trust standards as well as in coordination with existing and planned National Park Service programs within the Presidio. Archival imagery will be incorporated as well as written material. Research of existing available information and materials will be undertaken to supplement material already compiled by the GGNRA and Presidio Trust.

An outdoor walking tour "rest stop" will be incorporated into the landscape design and will include directional signage and/or map(s) where appropriate. Information will be coordinated with Presidio Trust and NPS Presidio-wide outdoor information programs. The rest stop will include appropriate seating, ground cover and walking surfaces and will be located in a public location that is sensitive to the historical context and easily accessed by Presidio visitors. The rest-stop program could also identify locations of other interpretive programs from the various nearby buildings on the Main Post, depending upon other specific programs that have been developed for buildings 36, 37, 38, and 39.

Interpretive programs will be developed for the following topics, subject to availability of archival materials and resources:

- A general building history will describe physical attributes of building, historical context, and will include archival drawings and photographs and will describe the evolution of the building as its use changed from a barracks to the headquarters of the IX Corps / 4th Army and the Western Defense Command. This exhibit location will be in the main lobby and will provide overview of other exhibit topics and information about access to General DeWitt's offices.
- An overview of the primary use of the building from the 1920's until its retirement as the IX Corps / 4th Army and Western Defense Command Headquarters and its role in World War II and other major events. This program will be general in nature and will refer to other resources and exhibits within the Presidio. Interpretive information will also document the building renovation and the measures taken to preserve and restore the historic fabric of the building.

Appendix B – Proposed Interpretive Program for Building 35

- One section will be devoted to the history of General DeWitt's tenure as the head of the 4th Army and his role in the Japanese-American Internment as well as the Aleutian Campaign of World War II.
- General DeWitt's office will be maintained (and restored where necessary) in its original condition, which is believed to be relatively unchanged since DeWitt's tenure. In addition to the interpretive program, there is a video biography of General DeWitt's life that will be made available for viewing, if that can be arranged with the owner of the broadcast rights of the video.
- Interpretive information will be developed in cooperation with the National Japanese American Historical Society at the public entrance access to General DeWitt's office and/or within the office area to provide more detailed interpretive information of the internment of Japanese-Americans and DeWitt's role in the internment.
- The café area will feature an interpretive program of the 1939 era penthouse and its use as a radio signal facility. Photographs and other archival material and artifacts will be included in the displays, depending upon availability of materials.
- Other possible interpretive programs subjects include information on daily life of the soldiers who lived in the building when it was used as a barracks including the cooks and bakers trainees. Availability of sufficient information for this topic is unconfirmed until further research can be undertaken.

The proposed interpretive program will also include:

- a researcher/historian and exhibit specialist to investigate archival resources and develop written material and source images and artifacts;
- design services to compose signage, lighting and other potential displays; and
- fabrication of interpretive materials.

C .
S U S T A I N A B I L I T Y A N D
C O N S E R V A T I O N P R A C T I C E S

Appendix C

Sustainability and Conservation Practices

Overview

The project design seeks to avoid new construction wherever possible and make best use of the existing building to minimize the use of natural resources.

The project is designed to exceed minimum standards for energy, waste and consumption of resources within products used as well as for energy and natural resources needed in the ongoing operation of the building.

Products that minimize use of new and non-sustainable materials and/or use recycled content will be used wherever feasible. All products will be evaluated with regard to waste stream generation, total embedded energy (including transportation and manufacturing), life-cycle performance (minimizing future waste and production) and energy required to maintain and/or operate.

Construction practices will maximize use of salvageable and re-useable material and minimize production of waste.

Demolition & Construction

Interior demolition of partitions is minimal in order to retain historical fabric and to reduce production of waste products. 90% of interior partitions will be retained. Existing plaster will be repaired. Existing historic windows and doors will be restored, minimizing use of new materials and production of demolition waste. Acoustical ceiling tile within the South Addition (circa 1934) will be retained and restored. An existing boiler will be rehabilitated for re-use instead of replacement, thereby reducing potential waste and use of new materials.

Steel and copper will be separated for recycling. Demolished concrete recycling will be investigated if a local source for disposed concrete is available. Acoustical ceiling tiles will be separated for recycling if Armstrong, USG or other tile manufacturers can recycle material. Tiles shall be tested to determine if recyclable. All doors, most light fixtures, hardware, and plumbing fixtures will be salvaged for re-use within the project or other projects.

Materials

Concrete. Concrete will use high fly-ash content, which reduces both landfill waste by using the fly-ash instead of land-filling it, and reduces CO₂ emissions in the concrete curing process.

Metals. Steel in the construction industry generally has a high-recycled content percentage. Aluminum has much higher embodied energy use than steel. Steel will be used for all railings, miscellaneous metals, stairs, new (fire-rated) door frames and some flashing.

Appendix C – Sustainability and Conservation Practices

Existing copper gutters will be salvaged for recycling along with other demolished copper content (wiring, piping etc.). New gutter and flashing material will be evaluated for life cycle, cost and environmental impact to determine appropriate material. Copper will be used if environmental impact can be proven to be less than alternative materials due to longer life cycle or availability of recycled content.

Wood. New wood is used minimally in the project. Some new plywood will be required for sheathing the penthouse and will be sourced from certified sustainable products. Some decorative wood ceiling material is proposed for the main lobby area and will be sourced from certified products.

Wood flooring will either be bamboo (fast-growing and sustainable) or salvaged wood.

Wood doors are primarily existing and will be re-used. All new wood doors will be sourced from certified sustainable materials. Recycled solid-core door content will be used where available.

Millwork. New cabinets will employ formaldehyde-free wood products from certified and/or sustainable sources such as bamboo, wheat-board, certified-sustainable plywood, recycled paper or other environmentally friendly substrates. Plastic laminates will not be used for counters or vertical surfaces. Instead, very low VOC emission paints or stains, and/or certified-sustainable wood veneers will be used for vertical surfaces. Alternative countertop materials such as Vitrazzo (made locally from recycled glass), Syndecrete (made from recycled polypropylene carpet and fly-ash) will be utilized.

Waterproofing. Possible alternative waterproofing products using new or recycled rubber (a natural product) in lieu of asphaltic or other petroleum-based products will be explored as alternatives.

Roofing. The roofing system of the building is a shallow-pitched concrete slab covered by a built-up roof. A new roofing system will be provided. Polystyrene or other foam products will not be required since roof insulation will be provided by above ceiling insulation. Roofing system alternatives will be evaluated on the basis of life-cycle cost, total embodied energy use (including transportation and life-span), waste stream impact, and relative cost. Alternative roofing systems such as "green" systems (sod roofing) or roofing using recycled metal will be evaluated.

As a possible future beneficial use of the large, relatively flat surface area of the roof, we will investigate providing a roofing system that could readily accommodate a photovoltaic panel system in the future without replacement of the entire roof.

Insulation. 100% post-consumer recycled cellulose roofing insulation will be installed within the roof/ceiling plenum space. This will reduce energy consumption for heating the building and will also use a recycled product, reducing landfill material and minimizing energy use. Cellulose insulation has the lowest embodied energy compared to fiberglass or polystyrene products.

Flooring. Corridor and other common area flooring will be linoleum. Linoleum is made from linseed oil and cork and is a renewable resource. It presents no VOC or formaldehyde off gassing, and has a very long life-cycle (30-40 years).

Appendix C – Sustainability and Conservation Practices

Carpet tile will be utilized in office areas. Carpet tile is available with recycled-content fibers and 100% recycled backing. Carpet tile adhesive systems that do not employ VOC's will be investigated. Use of carpet tile enables selective replacement of worn/damaged material, extending the life of the material thereby reducing future material and energy use and waste.

In lieu of stone or other added materials, stained concrete will be used in some areas to minimize the use of additional materials within the project.

Wood Flooring. See Wood.

Gypsum Board. Some gypsum board is made using flue-gas desulfurization gypsum (a waste reduction by-product from power-plant emissions) and/or recycled gypsum. Depending upon availability of certified products, such material will be employed. Contractors will be required to participate in a gypsum board waste recovery program in concert with manufacturers in order to minimize landfill disposal of cut-offs waste gypsum board material.

Acoustical Ceilings. New acoustical ceiling products will utilize 69% recycled mineral wool and cellulose fibers. Product is 100% recyclable

Paint. Very low and/or no VOC paints will be specified for the project. Re-processed paint utilizing post-consumer recycled content will be specified for areas wherever possible (color and performance limitations prevent use throughout).

Elevators

The two new elevators will utilize new AC gearless, mono-space elevator that are more energy efficient than hydraulic or traction elevators and pose no leakage risk of hydraulic fluid.

Electrical Systems

The existing lighting will be upgraded to use the current technologies, utilizing more energy efficient fixture and lamp design. Existing lighting fixture will be evaluated for potential retrofit to reduce need for new materials.

Occupancy sensors will be used throughout the facility to turn off lighting in unoccupied areas. We will maximize the effectiveness of these by separating the control into many smaller zones.

Electronic ballasts will be used to further increase the energy efficiency of the lighting.

Task lighting will be used to reduce the overall wattage of the lighting installation.

The wattage consumption will be less than the maximum mandated by the California State energy codes.

The new electrical system will utilize more efficient equipment, reducing the energy losses associated with inefficient equipment.

Appendix C – Sustainability and Conservation Practices

The lighting will be tied into the energy management system for the building to provide optimal control.

Timers will be included on the outlets for office equipment so that equipment will not be running on off-hours.

The office equipment used by the tenant will be state of the art and thus inherently efficient.

Outlets for charging electric cars will be provided at the on-site parking area.

Mechanical

The building has thick solid concrete walls and concrete slabs which act as a large thermal mass beneficial in mitigating temperature swings. The microclimate of the Presidio, coupled with the thermal mass of the building and a long narrow shape that provides good cross-ventilation, results in good natural cooling. Conditioned (cooled) air will only be provided in computer equipment rooms and selected areas of high-density occupancy. The air conditioning system for those areas will be state of the art so as to minimize energy usage. In many instances, fresh air only will provide adequate cooling.

Energy saving variable frequency drive will be used on the cooling tower fan motor to lower energy consumption during other than peak load operation.

New heating and cooling systems will be more efficient than the older systems they replace. Mechanical cooling will only be used in areas that have high occupancy and/or high equipment load.

Full outside air will be used for cooling, instead of mechanical cooling, whenever ambient conditions are appropriate.

The new piping will be designed such that it can easily be connected to the Presidio Trust's gray water system when that system is installed.

State of the art electronic building management system will control all mechanical electrical and plumbing equipment to minimize energy consumption.

A water filtration system will be installed, thereby eliminating the need for bottled water processing, packaging, shipping and container disposal.

Renewable Energy

The potential of photovoltaic panels or integral roofing materials will be evaluated for present or future incorporation into the building. If not feasible for initial use, then future implementation plans will be explored and incorporated into the roof system design where feasible.

Appendix C – Sustainability and Conservation Practices

Material and Product Sources and Application

“Green” products used will be sourced locally where possible. Shipping distance, packaging and fuel consumption will be weighed against environmental benefits of more sustainable products versus traditional products, if local or regional alternatives are unavailable. Wherever appropriate, locally manufactured materials will be utilized to reduce transportation energy use as a component of total embodied energy.

Life-cycle evaluation will also be made to evaluate trade-offs between less durable green products versus higher initial energy use and emission output products.

D .

**BACKGROUND CULTURAL
RESOURCES INFORMATION**

APPENDIX D
PRESERVATION ASSESSMENT (5X FORM)
GOLDEN GATE NATIONAL RECREATION AREA
CALIFORNIA
PROGRAMMATIC AGREEMENTS
OF 1992 AND 1994 - NPS, SHPO, ACHP

Completion of this form is required for all projects which have the potential to affect cultural properties in Golden Gate National Recreation Area. Attach supporting documentation (i.e. site map, drawings, cut sheets) which will help to adequately describe the proposed project. This form is completed pursuant to Section 106 of the National Historic Preservation Act of 1966, as Amended.

A. Originating Office

1. *Management Unit:* Presidio Trust (Area B)
2. *Cultural resource(s) affected by the proposed project (Building name and number or name of landscape feature, archeological feature, or artifact):* Presidio Building 35, (ex) Enlisted Men's Barracks, PE0035
3.
 - a. *Describe the proposed project concisely:* The Building 35 Rehabilitation project is the complete rehabilitation of the 1912/1934 historic Enlisted Men's Barracks including hazardous materials abatement and selective demolition, site rehabilitation and repair, core and shell rehabilitation and repair, roof replacement, restoration of missing cornice and balcony elements, full accessibility upgrades including elevators and toilet rooms, life-safety and egress improvements, new seismic retrofit involving concrete shear walls and other bracing elements, new utilities service connections, new mechanical and electrical systems, new fire suppression, detection and alarm systems, new telecommunications service and distribution systems and selective replacement and repair of historic elements. The project is being considered with SHPO under the Rehabilitation Tax Credit process.
 - b. The proposed project will (check as many as apply):
 - ☒ Destroy historic fabric
 - ☒ Remove historic fabric
 - ☐ Replace historic fabric in kind
 - ☒ Replace missing historic fabric
 - ☒ Add nonhistoric elements to a historic structure
 - ☒ Alter historic ground cover or vegetation
 - ☒ Introduce nonhistoric elements (visible, audible, or atmospheric) into historic setting/environment.
 - ☐ Reintroduce historic elements in a historic setting or environment.
 - ☐ Remove historic elements from a historic environment.

- (X) Will disturb ground surface.
- () Incur gradual deterioration of historic fabric, terrain, setting.
- () Other - Describe briefly:

- c. *Describe the effects indicated in 3b concisely:* Specific amounts of historic fabric are proposed for removal in order to install new elevator, stair and mechanical shafts. A few historic partitions are proposed for removal or penetration in order to accommodate tenant functional requirements at the entry lobby area and the second floor north. A portion of the now enclosed first floor portico is proposed to be reopened at the designated primary entry. Also proposed is the complete replacement of the missing historic cornice and balconies based upon historic documentation and photographs. New contemporary elements are proposed in conjunction with seismic structural upgrades, life-safety and egress improvements, M/E/P systems distribution, finishes and lighting will be added to the building to provide for the requirements of the new uses.

The site surrounding the building, that which constitutes the "premises" in the lease, will undergo a complete site rehabilitation, including installation of new site irrigation and turf, foundation/tree plantings and the removal of portions of the asphalt paving areas at the Mesa St. side to accommodate public/service space. New utility connections will require additional ground disturbance, primarily from Mesa St. New site elements such as street lighting, benches, signs, parking stalls, curbing and sidewalks are also anticipated as part of the site rehabilitation.

- d. *Describe measures planned to minimize effects:* Extent of historic fabric removal proposed has been limited to only those areas associated with the installation of elevator, stair and mechanical shafts, and tenant functional requirements. Extent of proposed historic partition removal limited to less than ten percent of the historic walls, the majority of which are considered of secondary or tertiary significance. See Historic Structures report, building chronology diagrams and demolition overlay diagram. A new glass enclosed central circulation stair is proposed to be added at the east (Mesa St.) side of the building at the least prominent location that functions for the interior. This modern addition will be designed to be a neutral, transparent, reversible element with minimal impact on the original historic structure; windows will be enlarged to create doors at the entrance to this stair tower. Construction of the balconies and cornices is intended replace and replicate these missing historic elements and will be reinstalled at the historic locations in a manner that matches the documents and photographs from the Army/NPS Archives (with subtle distinctions to indicate its actual date of construction). The new elements that are being added to the building are intended to be compatible but clearly modern additions applied in a reversible manner that limits the extent of new

penetrations through historic fabric. Mechanical equipment is proposed to be recessed into a newly enlarged subterranean areaway at the east (Mesa St.) side of the building in the service court. Sitework design is being guided by newly developed cultural landscape and planning guidelines from Trust planners and direct input from Trust grounds maintenance personnel.

4. *Identify professional planning or engineering documents utilized and firms or offices involved:* Drawings dated 5/4/00 prepared by the tenant design team led by Huntsman Architectural Group and Carey and Co. Preservation Architects.
5. *Explain why the project is needed:* Project is part of the Main Post leasing and building rehabilitation program as envisioned by the Presidio Trust's implementation of the GMPA.
6. *Attach site map, drawings, specifications, photographs and/or detailed project descriptions to this form (required).* Presented at 12/13/00 5X Meeting. See Robert Wallace.
7. *Prepared by:* Robert Wallace *Title:* Architect/Project Manager
Telephone Number: 561-5378 *Date:* 11/30/2000

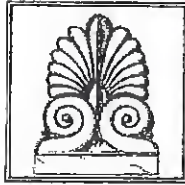
Appendix D
Excerpt from Summary of 12/13/00 5X Meeting

Subject: Summary of 12/13/00 5X Meeting
Author: Paul Scolari at NP-GOGA-PRES
Date: 12/13/00 2:41 PM

Attendees: Leo, Ric, Steve, Marty, Andrea, Juli, Sannie, Rob, Steve R. (and cellular guys), Katy, John P., Peter, Paul.

1) 5X Form Review

GOGA-00-069 Rehabilitation of building PE-35, former Enlisted Men's Barracks, Presidio (Presidio Trust undertaking), was not certified. Rob accepted several comments from the group on the Part II Tax Incentives submission. 1) More detailed landscape plans are required to determine appropriateness of landscape proposal. 2) Exterior stair needs revised design that is more compatible with building. 3) Clarification is required to insure chimneys will be preserved. 4) The tenant's plans/program should demonstrate how it will preserve the physical features (e.g., Commanding General DeWitt's Office), and interpret to the public the events, related to the internment of Japanese-Americans during WWII.



CAREY & CO. INC.
ARCHITECTURE

MEMORANDUM

January 2, 2001

To: Keith Turner, Project Manager
Huntsman Architectural Group

From: Bill Sugaya, Project Manager
Carey & Co. Inc.

Re: Building 35, The Presidio of San Francisco

This memorandum summarizes informal communications that took place during the course of the design process between Carey & Co. and the State Office of Historic Preservation. Prior to the completion and submission of the Part 2 of the Historic Preservation Certification Application, we reviewed the existing conditions and proposed concepts for the project with Steade Craig, Senior Historical Architect, Office of Historic Preservation, State of California. Mr. Craig visited Building 35 on January 20, 2000. He was accompanied by representatives of WR Hambrecht+Co., Huntsman Architectural Group, Turner Construction, The Presidio Trust and Carey & Co. Also present were Michael Crowe from the National Park Service and Rick Borges from the Golden Gate National Recreation Area. The purpose of the site visit was for Mr. Craig to become familiar with the building, especially its interior configuration, spaces, and features.

Following the visit, Carey & Co. had several informal conversations with Mr. Craig about the adaptive use of the building. Although not committing himself to any position with respect to the then proposed rehabilitation plans, he was generally favorable toward the project and thought it could meet the *Secretary of the Interior's Standards for Rehabilitation*. Positive aspects of the project included the treatment of the exterior, with the proposed restoration of the missing cornice and balconies. On the interior, Mr. Craig said there could be modifications made to accommodate the project program, but to respect the historic fabric and features of the building. He was encouraged that there was a door and window survey underway—a requirement of any submittal for federal historic rehabilitation tax credits.

The concept of opening up the currently enclosed porch to reflect its original condition was discussed with Mr. Craig. He indicated that this approach would be considered, but would be subject to further review and actual submission of the Part 2 Application before it could be officially reviewed. The same was true with respect to two other major exterior design proposals:

Carey & Co. Inc.
January 2, 2001

Building 35, The Presidio of San Francisco
Memorandum # 2

the roof top deck and new exterior stair tower. Mr. Craig did concur that the latter addition being subordinate in size and located on a less prominent facade, is, in concept, consistent with the *Secretary of the Interior's Standards for Rehabilitation*.

As you know a Part 2 - Description of Rehabilitation was submitted to the Office of Historic Preservation. Prior to receiving any review comments from Mr. Craig, this application was withdrawn. This action was not based on any comments from Mr. Craig or any design-related issues. The entire Part 2 submittal was returned by the Office of Historic Preservation without prejudicing any future submittals for this project.

E .
TRANSPORTATION DEMAND
MANAGEMENT PROGRAM

WR HAMBRECHT + CO TRANSPORTATION DEMAND MANAGEMENT PROGRAM

**Prepared for:
WR HAMBRECHT + CO
and
The Presidio Trust**

Prepared by:



***CHS* Consulting
Group**

December 22, 2000

INTRODUCTION.....	E-1
WR HAMBRECHT + CO	E-1
Transportation Demand Management (TDM) Program Goals	E-2
TDM Program Development Process	E-2
EMPLOYEE TRANSPORTATION SURVEY.....	E-3
Existing Travel Characteristics	E-3
Future Travel Characteristics	E-3
TRANSPORTATION DEMAND MANAGEMENT (TDM) PROGRAM	E-9
Start-up Program	E-9
Maintenance Program	E-11
CONCLUSIONS.....	E-14
APPENDIX	

WR HAMBRECHT + CO

Transportation Demand Management (TDM) Program

INTRODUCTION

The Presidio Trust (Trust) is charged with preserving and enhancing the Presidio and ensuring the financial viability of the Presidio. To enter into a lease agreement and meet the Trusts' requirements for success, prospective tenants must participate in a Transportation Demand Management (TDM) program to reduce automobile use and the need for parking within the Presidio. The tenant TDM program must support and be consistent with the three transportation goals established by the Trust:

- Limit the number of employees commuting to 70 percent;
- Maintain an average vehicle occupancy rates of at least 1.4 persons per vehicle; and
- Reduce overall parking needs at the Presidio by at least 25 percent by the year 2010.

It is understood that if a tenant can accomplish the combination of a 70 percent auto share and an occupancy rate of 1.4 persons per vehicle, they will meet the goal of reducing parking demand by 25 percent. It is also understood that these goals will be monitored each year through an annual employee survey and that the tenant will make incremental changes each year to reach the final goals of the Trust. Each TDM program must include a set of universal programs including active promotion of the Presidio-wide TDM services to their employees. Tenant-specific TDM program requirements are subject to individual lease negotiations and are based, to some extent, on the size of the company and the level of services desired or necessary to achieve both company and Presidio-wide program goals.

WR. HAMBRECHT + CO

WR HAMBRECHT + CO (WRH + CO) is a financial services company providing underwriting and advisory services for technology and emerging growth companies, as well as equity research, sales and trading, electronic brokerage and private equity offerings for institutions and individuals. WRH + CO is committed to using the Internet and auction process to provide a level playing field for investors. The company consists of eight business groups as follows:

<u>Business Group</u>	<u>No. of Employees</u>	<u>Typical Work Hours</u>
Exec., Finance, Admin.	28-30	8 am to 6 pm
Investment Banking	20-25	6 am to 8 pm
Sales and Trading	46-50	4 am to 4 pm
Research	32-40	4:30 am to 10 pm
Venture Capital	15-20	8 am to 10 pm
Public Relations/Marketing	6-8	7 am to 6 pm
Technology	20-25	4 am to 12 am
Odyssey Capital LP*	20-25	8 am to 6 pm

* A consumer market research firm and proposed subtenant of WRH + Co.

WRH + CO currently has approximately 160 employees at the Bryant Street site. Normal work days for employees are Monday through Friday; however, employees do work on weekends. A total of approximately 225 employees would be located at Building 35. It is important to note that approximately two-thirds of the employees (124-148) would work non-standard (ie. other than 8 am to 5 pm) work hours. This is beneficial in the sense that most employees travel to and from work during non-peak commute times, therefore, reducing traffic congestion during peak periods. It should also be noted that WRH + CO employees typically work 10 to 12 hours each day. Approximately 40 percent of the time when the WRH + CO is actively engaged in complicated financial deals, the work hours are even longer.

Currently, most of WRH + CO employees who drive park at a company leased parking lot (98 spaces) approximately one block from its current office located at 539 Bryant Street. Each employee pays \$140 per month for the parking space. There are 15 spaces located behind the current office which are reserved for the company management. These spaces will cost the same amount of monthly fees.

Transportation Demand Management (TDM) Program Goals

The purpose of a Transportation Demand Management (TDM) program is to reduce vehicular traffic and demand for parking by employees through the provision of a variety of work schedule alternatives, public transit incentives and alternate commute options. To achieve this, WRH + CO's TDM program is designed to provide employees with a wide range of feasible alternative commute and travel options so as to:

- 1) Reduce the number of drive-alone employee automobile trips and work-site parking demand; and
- 2) Eliminate the need for automobile travel during the workday by providing convenient daytime services for employees.

In addition, the TDM program must meet and be consistent with the Trust's long-term goal to reduce automobile trips and the overall need for parking throughout the Presidio.

TDM Program Development Process

The TDM program was developed to meet the lease requirements of the Presidio Trust to manage and minimize the potential traffic impacts and parking demand resulting from occupancy of Building 35. The program incorporates the Trust's goals for achieving a reduction in automobile trips and long-term parking demand Presidio-wide and is also tailored to meet the specific travel and commute needs of WRH + CO's employees. Employee commute patterns and needs were identified through meetings with the company TDM coordinator and via an employee transportation survey which was distributed to all employees at the company's 539 Bryant Street location. The survey questions and results are described in the following section.

EMPLOYEE TRANSPORTATION SURVEY

An employee transportation survey was distributed to all employees at the company's 539 Bryant Street location to identify the place of residence and primary mode of travel by employees to the current location, as well as to determine the expected mode of travel to the new location at Building 35 in the Presidio. In addition, the survey contained questions to assess the impact of parking fees on the employee's decision to drive alone as well as to determine the percentage of employees who drive because they have a need for a car during the workday. The survey form used was developed by the Trust and is the same one used by all prospective tenants. A copy of the survey form as well as tables summarizing the survey responses, are included in Appendix A. The survey results are summarized below.

Existing Travel Characteristics

A total of 150 survey forms were distributed and 91 usable responses were received, representing a response rate of 60 percent. As indicated in Figure 1, the great majority of the respondents (86 %) work five days a week. Twelve percent work more than five days a week. The remaining 2 percent work (only 1 person) work less than five days a week.

Figure 2 presents typical work hours for employees. It shows that approximately 70 percent of the respondents arrive before 7:30 a.m. and approximately 60 percent of the respondents leave work outside the typical commute period between 4:00 and 6:00 p.m. This is consistent with the company description provided earlier.

Figure 3 shows that the majority (56%) of the respondents live in San Francisco, with 21% residing in East Bay counties and smaller percentages (10% and 9%) residing in the North Bay and South Bay, respectively. Fifty-nine (or 65%) of the respondents currently drive to work alone, 5% carpool, 26% take public transit (including 18% by bus, 7% by BART and 1% by Caltrain), with the remaining 4% walking, biking or using other modes of transportation. For those who live within the City, approximately 38 percent live between 1-2 miles, 23 percent live between 2-3 miles, 28 percent live between 3-4 miles, and the remaining 11 percent live more than 4 miles from the Presidio.

Overall, approximately 65 percent of the employees drive alone and 5 percent use carpool (Figure 4). Of those who reside in San Francisco, 61% drive alone, 6% carpool, 27% use public transit and 6% use other modes (walk, bike, etc.). All of the respondents from the North Bay (100%) and the great majority of those from the South Bay (75%) also drive to work. The remainder of employees from the South Bay (25%) indicated that they take either Caltrain or other modes of transportation to work. The East Bay has the lowest percentage of employees who drive alone (47%), while 11% carpool and 42% take public transit (16% by bus, 26% by BART). Figure 5 summarizes the current modes of transportation taken by employees by origin.

Future Travel Characteristics

Employees were asked to indicate their expected mode of transportation to work at the new location

Figure 1 -- Days Worked Per Week

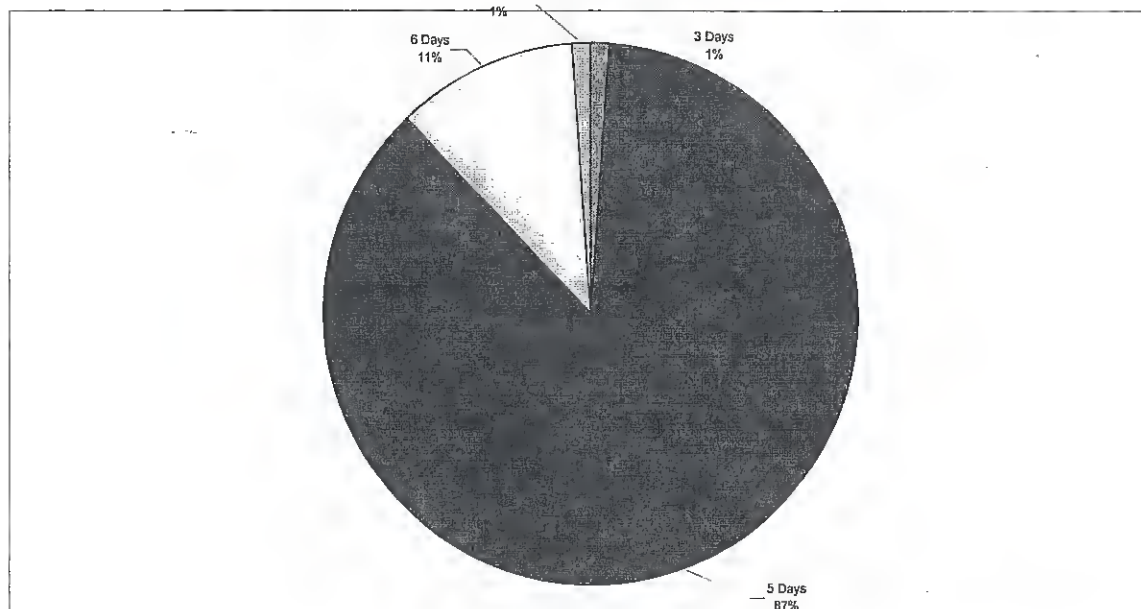


Figure 2 -- Usual Work Start Time

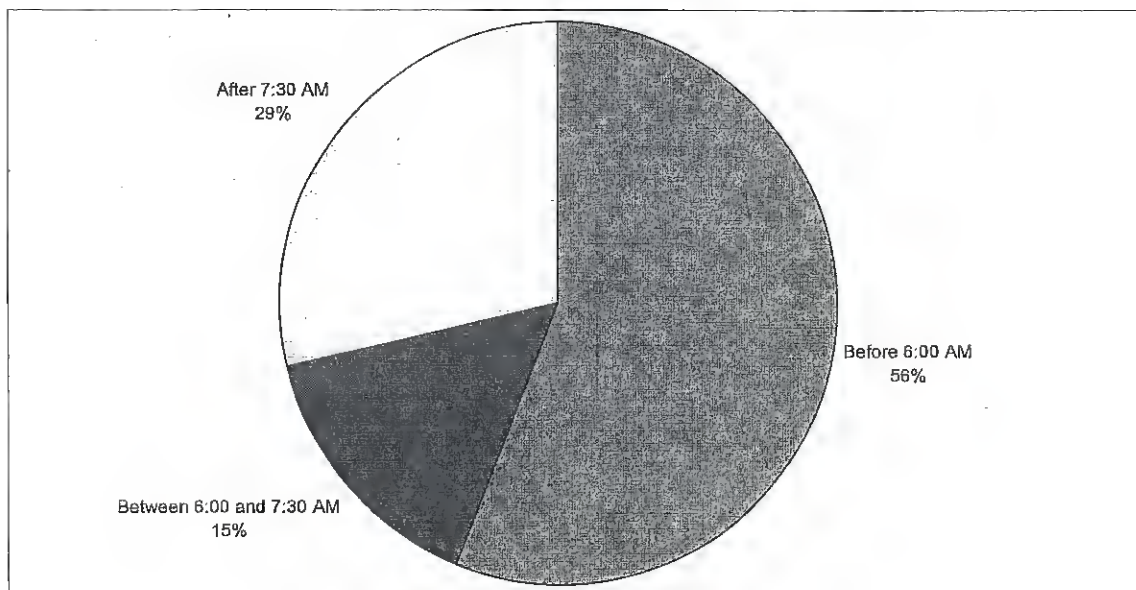


Figure 3 -- Place of Residence

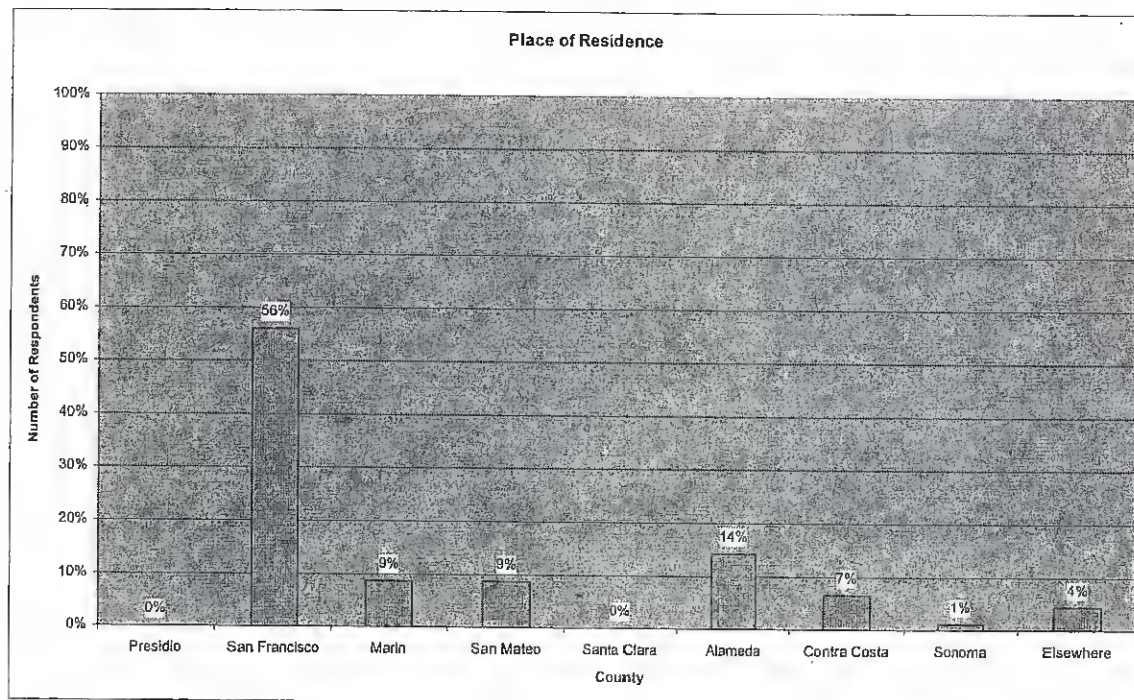


Figure 4 -- Existing Mode Split

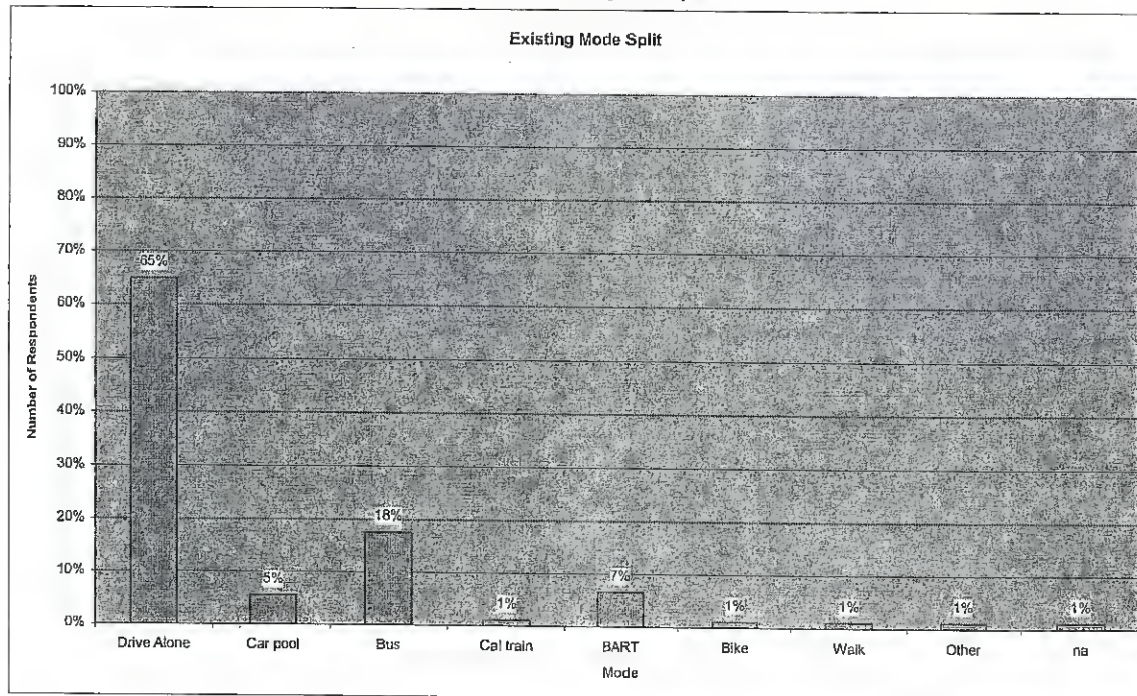
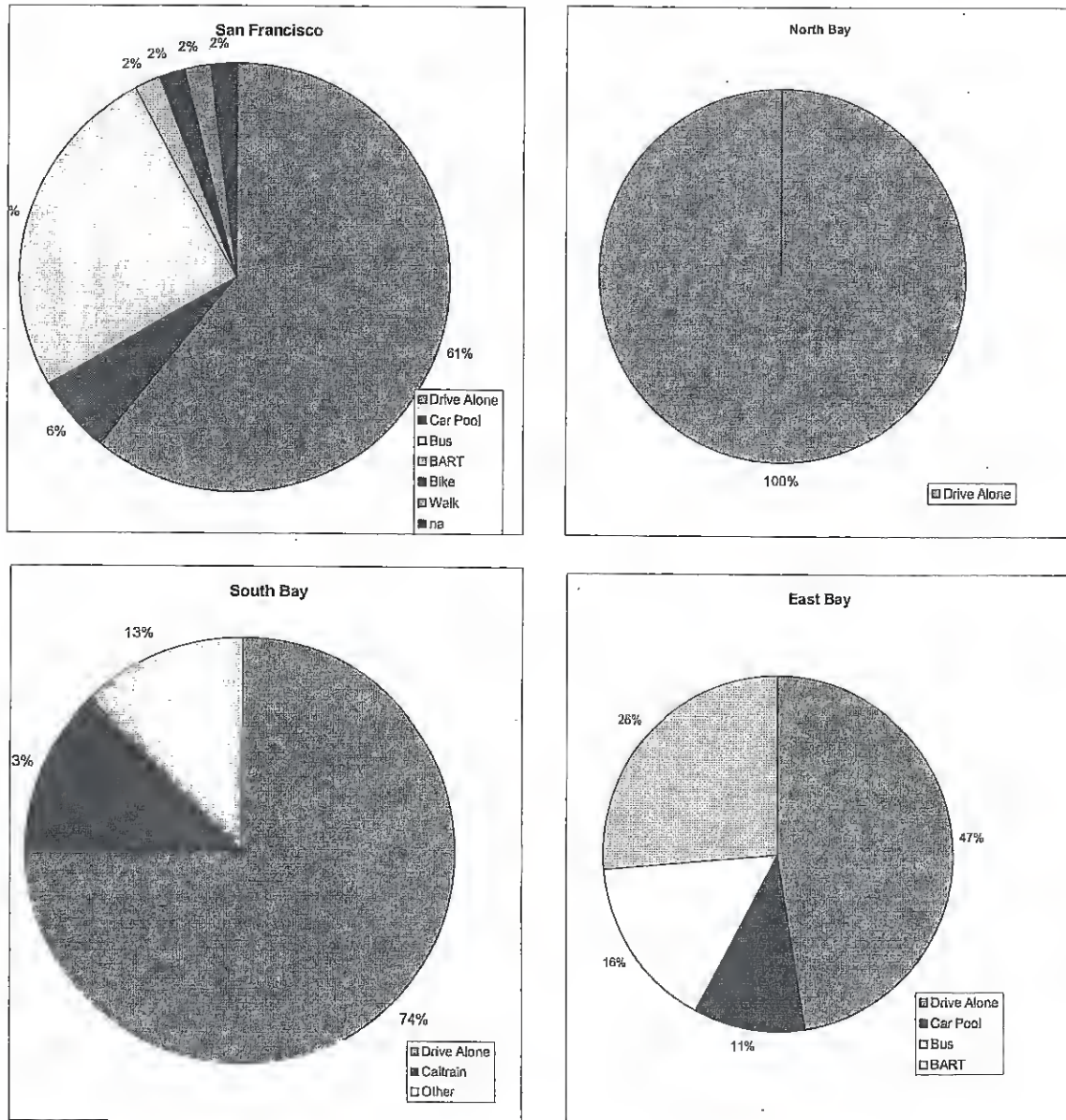


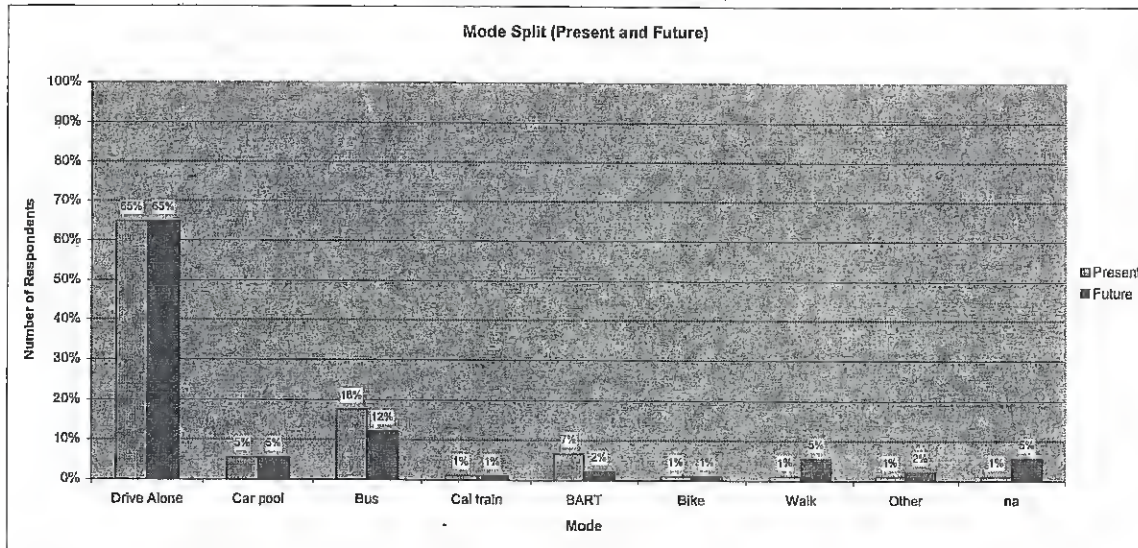
Figure 5 -- Mode Split by Region



in the Presidio. While the number and percentage of employees who indicated that they would drive alone or carpool remained the same overall, there was a slight shift by origin in the number of employees who would drive alone, with a slight *decrease* in San Francisco and Marin Counties and a similar *increase* in the East Bay (Alameda and Contra Costa Counties). There was a significant drop, however, in the number of employees who indicated that they would take public transit to work at the new location (from 26% currently to 15% at the Presidio), probably due to the fact that a transfer is required between different service providers (e.g., BART to MUNI) to reach the final destination. The comparison of existing versus future mode of travel by employees is illustrated in Figure 6.

The transit trips typically shifted to walk or other trips for employees who reside in San Francisco, since these employees most likely are within walking distance of the Presidio. Current transit riders in the East Bay typically shifted to drive-alone trips, due to the lack of convenient access from BART or AC Transit to the Presidio. One employee in Marin County indicated that they would take public transit instead of drive alone. This reflects the relative lack of convenient transit service to the Presidio from within San Francisco (MUNI) and the need to transfer between carriers from the East Bay (BART). It also indicates a greater opportunity for employees living in San Francisco to walk, bike or use other modes of travel and for an increase in transit service ridership from the North Bay (Golden Gate Transit). Five percent of respondents did not respond to this question, however, which may indicate unfamiliarity with transportation services to the area or uncertainty about the availability of travel options.

Figure 6 -- Existing and Future Mode Split



TRANSPORTATION DEMAND MANAGEMENT (TDM) PROGRAM

The TDM program for WRH + CO is divided into two components: the *Start-up*, or initial, program which identifies the minimum requirements necessary to get the program up and running, and the *Maintenance Program* which outlines components of the overall TDM plan to be maintained over time. The *Maintenance Program* is further divided into committed program services and potential future services to be considered for implementation over a three-to-five year period as the company program matures and as the Presidio-wide TDM program expands with additional services and incentives. Following is a detailed description of each of the program components as well as the included services.

Start-up Program

In order to adequately prepare for and implement the TDM Program when WRH + CO employees occupy Building 35, the following minimum program components will need to be in place. In addition, the staffing requirements and schedule for implementation are also indicated where appropriate.

Prior to Occupancy of Building 35

The following steps need to be completed prior to occupancy of Building 35 by employees:

- *Designate an Employee Transportation Coordinator (ETC)* - a WRH + CO employee will be designated as the ETC to manage and administer the TDM program. The ETC is the on-site contact person for employees who is responsible for providing transit and travel information, answering questions, distributing and collecting transportation surveys, coordinating alternative transportation promotional events and coordinating with the Trust to facilitate park-wide TDM services. The ETC would be expected to expend about 1-5% of their individual scheduled work hours depending on amount of work assigned.
- *Provide Training to the ETC* - The ETC must be properly trained so as to clearly understand and execute their role as TDM program coordinator. Familiarity with available programs and services provided by the Trust is also essential.
- *Conduct Employee Transportation Program Orientation* - For all current employees to present the company TDM program and provide information regarding available transportation services and options. This could be presented at a brown-bag lunch forum with information packets distributed to all employees for future reference. The orientation should occur at least *two months* before the move to the Presidio.
- *Initiate Carpool/Vanpool Matching Service* - Coordinate with RIDES to conduct a brown-bag employee lunch to explain and promote rideshare program services. It is important to acknowledge that it is easier to change commute behavior before patterns are established.

- *Coordinate with the Trust Regarding Participation in Park-wide TDM Programs* - The ETC will need to coordinate with the Presidio TDM Coordinator to facilitate and disseminate information on Park-wide services available to employees, provide program registration forms as necessary and to assist with the company program setup as may be required.

Upon Occupancy of Building 35

Initially, WRH + CO's TDM program will provide the following services to employees:

- Provide protected bicycle parking spaces, bike racks and shower/locker room facilities in Building 35.
- Promote transit use by:
 - Providing transit route and schedule information for local and regional providers.
 - Identifying locations for employees to purchase transit passes.
 - Working with the Trust to improve transit service to the Presidio, especially from BART and the Transbay Terminal.
 - Working with the Trust to increase MUNI and Golden Gate Transit bus service to the Presidio.
- Continue to provide carpool/vanpool matching service; coordinate with RIDES to conduct a brown-bag employee lunch to explain and promote rideshare program services.
- Participate in the following Park-wide TDM program services:
 - Work with the Trust and/or other companies to establish a joint shuttle service to BART, Caltrain and the Transbay Terminal.
 - Alternative Transportation Event participation and promotion.
 - Continue to work with the Trust to provide better transit connections and service.
 - Participate in the Guaranteed Ride Home program.
- Consider offering employee commute subsidies through participation in the Commuter Check Program and/or the Parking Cashout Program.
- Consider purchasing two electric vehicles for use as company pool cars for midday use by employees as needed.
- Provide Preferential Parking for Carpool/Vanpool Vehicles - A specified number of parking spaces (sufficient to meet demand) will be designated in the 12 reserved spaces at the rear entrance to Building 35 for use by carpools and vanpools only. The purpose of this is to give preference to and promote the use of ridesharing among employees.
- Provide On-site Convenience Services - Specified services will be available on-site for use by employees so as to eliminate or minimize the need for auto trips during the workday. Facilities and services to be provided include showers/locker rooms, allowing employees to use company mail delivery services (USPS/FedEx/UPS), stamp sales, food/coffee service, gym/health club and an employee kitchen/lounge.
- Telecommute/Work-at-home/Flex-time Schedules - Employees will have the opportunity to telecommute and work-at-home as deemed necessary or appropriate depending on their job assignment and requirements, subject to approval by their supervisor. Due to the nature of the services provided by the company, many employees currently work non-standard hours

(early start and end times) which essentially provides a "built-in" flex-time program, thereby allowing employees to commute during non-peak times. This in itself is a TDM measure and therefore contributes to the overall program goals.

Maintenance Program

Committed Programs and Services

The following committed program components will be provided during the initial operation period:

- *On-site ETC and Transportation Marketing Center* - A company ETC will be provided on-site and a heavy traffic/high visibility area (e.g., main entrance/reception area) will be designated as the Transportation Marketing Center (TMC). The center will include space for bulletin boards, display cases, magazine racks and brochure holders to display current transit maps with route and schedule information, transit ticket/pass sales locations, employee home zip code maps, alternative transportation event promotional material and other relevant information and material.
- *TDM Program Orientation for New Employees* - Information will be provided in presentation and written form describing all available transportation services and options for new employees. Information packets will be provided for new and current employees by request for future reference.
- *Provide Bicycle Facilities* - Provide protected bicycle parking spaces, bike racks and shower/locker room facilities.
- *Promote Transit Use by:*
 - Providing transit route and schedule information for local and regional providers.
 - Identifying locations for employees to purchase transit passes.
 - Working with the Trust to improve transit service to the Presidio, especially from BART and the Transbay Terminal.
 - Working with the Trust to increase MUNI and Golden Gate Transit bus service to the Presidio.
- *Carpool Matching Once Every Year* - An annual survey/update will be conducted and information provided to employees regarding potential carpool partners in their area.
- *Participate in the Following Presidio-wide TDM Programs:*
 - Alternative Transportation Event participation and promotion.
 - Continue to work with the Trust to provide better transit connections and service.
 - Participate in the Guaranteed Ride Home program.
 - Continue to work with the Trust and/or other companies in the Presidio to establish a joint shuttle service to BART, Caltrain and the Transbay Terminal.

- *Conduct Annual Employee Transportation Survey and Provide Employee Zip Code Information* - An annual survey will be conducted to identify changes in employee travel patterns and places of residence to assess the need for new or revised commute assistance services or programs. Additional programs may be added as deemed feasible based on an identified need or shift in travel patterns or modes. Employee zip code information will be compiled and distributed to employees to identify other co-workers in their area for potential carpool/vanpool opportunities.
- *Develop Company Web Page with Alternative Transportation Information* - A section of the company's web page would be dedicated to providing information regarding transportation and commute alternatives. Information to be provided would include links to transit service provider schedules and maps, the ETC contact person's name and telephone number, promotional event information, links to RIDES for carpool/vanpool matching and other services, bike route and bicycle safety information, transit ticket and pass sales locations, and other relevant information.
- *Preferential Parking for Carpool/Vanpool Vehicles* - Continue to provide a specified number of parking spaces (sufficient to meet demand) in the 12 reserved parking spaces at the rear of Building 35 for use by carpools and vanpools only. The purpose of this is to give preference to and promote the use of ridesharing among employees.
- *Provide On-site Convenience Services* - Specified services will be available on-site for use by employees so as to eliminate or minimize the need for auto trips during the workday. Facilities and services to be provided include showers/locker rooms, allow employees to use company account mail delivery services (USPS/FedEx/UPS), stamp sales, food/coffee service, gym/health club and an employee kitchen/lounge.
- *Telecommute/Work-at-home/Flex-time Schedules* - Employees will have the opportunity to telecommute and work-at-home as deemed necessary or appropriate depending on their job assignment and requirements, subject to approval by their supervisor. Due to the nature of the services provided by the company, many employees currently work non-standard hours (early start and end times) which essentially provides a "built-in" flex-time program, thereby allowing employees to commute during non-peak times. This in itself is a TDM measure and therefore contributes to the overall program goals.

Potential Future Programs and Services

Additional services and incentives may be implemented in the future (3 to 5 years) to enhance and improve program services for employees depending on need and feasibility. Some potential programs include:

- *Offer Commuter Check/Parking Cashout Program* - This program provides a fixed amount cash-incentive subsidy to employees to use toward transit or commute costs to encourage use of alternate transportation modes and to discourage drive-alone trips. The *Commuter Check* program offers a direct cash subsidy to employees that can be applied toward transit ticket

purchases or carpool/vanpool fares. The *Parking Cashout* Program offers the cost of providing a parking space to the employee as cash in lieu of providing the parking space.

Provide Company Pool Cars for Midday use by Employees - The provision of company pool cars to be made available to employees for essential trips during the work day is a benefit and incentive provided to discourage employees from driving to work alone because they need a vehicle during the day to run errands or take care of personal business. They would also be available for work-related trips throughout the day as well.

Supplemental Vanpool Program Services - In addition to vanpool matching and coordination, this program would provide extended services to encourage and accommodate vanpool ridership by providing vehicle leasing, fuel, insurance and maintenance for the vehicles.

CONCLUSIONS

The key to a successful TDM Program is the commitment by the employer and the employees to participate and contribute their share for achieving the program goals. Other essential factors for success include:

- Designation of the on-site ETC.
- The initial effort to start the program, the goal of which is to get employees to change their commute travel behavior *before* they begin to work at the new location.
- Maintenance or the continuing effort to keep the program components.
- Annual employee survey and program monitoring.

WRH + CO should be committed to the program elements outlined above. Any modification to the program implementation should be made in consultation with the Presidio Trust.

APPENDIX

Survey Tables and Results

Results of WR Hambrecht + Co Survey

TYPICAL DAYS WORKED PER WEEK - QUESTION 1

Number of Days	Number of Responses	Percentage
1	0	0%
2	0	0%
3	1	1%
4	0	0%
5	78	86%
6	10	11%
7	1	1%
No Answer	1	1%
Total	91	100%

WORKING HOURS (START AND END TIMES) - QUESTION 2

	Before 6:00 AM	Start Time Between 6:00 and 7:30 AM	After 7:30 AM	Before 4:30 PM	Between 4:30 and 6:30 PM	After 6:30 PM
No. of Responses	51	14	26	31	41	19
Percentage	56%	15%	29%	34%	45%	21%

PLACE OF RESIDENCE - QUESTION 3

County	Number of Responses	Percentage
SF	51	56%
Marin	8	9%
San Mateo	8	9%
Alameda	13	14%
Contra Costa	6	7%
Sonoma	1	1%
Other	4	4%
Grand Total	91	100%

EXISTING MODE SPLIT BY COUNTY - CROSS TABULATION OF QUESTIONS 3 AND 6 (NO. OF RESPONSES)

	Drive Alone	Car Pool	Bus	Caltrain	BART	Bike	Walk	Other	No Answer	Grand Total
SF	31	3	13	0	1	1	1	0	1	51
Marin	8	0	0	0	0	0	0	0	0	8
San Mateo	6	0	0	1	0	0	0	1	0	8
Alameda	5	2	3	0	3	0	0	0	0	13
Contra Costa	4	0	0	0	2	0	0	0	0	6
Sonoma	1	0	0	0	0	0	0	0	0	1
Other	4	0	0	0	0	0	0	0	0	4
Grand Total	59	5	16	1	6	1	1	1	1	91

EXISTING MODE SPLIT BY COUNTY - CROSS TABULATION OF QUESTIONS 3 AND 6 (PERCENTAGES)

	Drive Alone	Car Pool	Bus	Caltrain	BART	Bike	Walk	Other	No Answer	Grand Total
SF	61%	6%	25%	0%	2%	2%	2%	0%	2%	100%
Marin	100%	0%	0%	0%	0%	0%	0%	0%	0%	100%
San Mateo	75%	0%	0%	13%	0%	0%	0%	13%	0%	100%
Alameda	38%	15%	23%	0%	23%	0%	0%	0%	0%	100%
Contra Costa	67%	0%	0%	0%	33%	0%	0%	0%	0%	100%
Sonoma	100%	0%	0%	0%	0%	0%	0%	0%	0%	100%
Other	100%	0%	0%	0%	0%	0%	0%	0%	0%	100%
Grand Total	65%	5%	16%	1%	7%	1%	1%	1%	1%	100%

WILLINGNESS TO MOVE TO THE PRESIDIO - QUESTION 5

Answer	Number of Responses	Percentage
Yes	20	22%
No	71	78%
Grand Total	91	100%

FUTURE MODE SPLIT BY COUNTY - CROSSTABULATION OF QUESTIONS 3 AND 7 (NUMBER OF RESPONSES)

	Drive Alone	Car Pool	Bus	Caltrain	BART	Bike	Walk	Other	No Answer	Grand Total
SF	29	3	9	0	0	1	5	1	3	51
Marin	7	0	1	0	0	0	0	0	0	8
San Mateo	6	0	0	1	0	0	0	1	0	8
Alameda	8	2	1	0	1	0	0	0	1	13
Contra Costa	5	0	0	0	1	0	0	0	0	6
Sonoma	1	0	0	0	0	0	0	0	0	1
Other	3	0	0	0	0	0	0	0	1	4
Grand Total	59	5	11	1	2	1	5	2	5	91

FUTURE MODE SPLIT BY COUNTY - CROSSTABULATION OF QUESTIONS 3 AND 7 (PERCENTAGES)

	Drive Alone	Car Pool	Bus	Caltrain	BART	Bike	Walk	Other	No Answer	Grand Total
SF	57%	6%	18%	0%	0%	2%	10%	2%	6%	100%
Marin	88%	0%	13%	0%	0%	0%	0%	0%	0%	100%
San Mateo	75%	0%	0%	13%	0%	0%	0%	13%	0%	100%
Alameda	62%	15%	8%	0%	8%	0%	0%	0%	8%	100%
Contra Costa	83%	0%	0%	0%	17%	0%	0%	0%	0%	100%
Sonoma	100%	0%	0%	0%	0%	0%	0%	0%	0%	100%
Other	75%	0%	0%	0%	0%	0%	0%	0%	25%	100%
Grand Total	65%	5%	12%	1%	2%	1%	5%	2%	5%	100%

REQUIRES A CAR DURING THE DAY BY COUNTY - CROSSTABULATION OF QUESTIONS 3 AND 8 (NUMBER OF RESPONSES)

	Yes	No	Sometimes	No Answer	Grand Total
SF	10	18	22	0	51
Marin	0	1	7	0	8
San Mateo	3	3	1	0	7
Alameda	3	5	5	0	13
Contra Costa	0	2	3	1	6
Sonoma	0	1	0	0	1
Other	1	1	1	1	4
Grand Total	18	32	39	2	91

REQUIRES A CAR DURING THE DAY BY COUNTY - CROSSTABULATION OF QUESTIONS 3 AND 8 (PERCENTAGES)

	Yes	No	Sometimes	No Answer	Grand Total
SF	20%	37%	43%	0%	100%
Marin	0%	13%	88%	0%	100%
San Mateo	50%	38%	13%	0%	100%
Alameda	23%	38%	38%	0%	100%
Contra Costa	0%	33%	50%	17%	100%
Sonoma	0%	100%	0%	0%	100%
Other	25%	25%	25%	25%	100%
Grand Total	20%	35%	43%	2%	100%

AFFECTS OF MARKET RATE PARKING FEES (\$190.00) ON TRAVEL BEHAVIOR - CROSSTABULATION OF QUESTIONS 3 AND 9 (NO. OF RESPONSES)

	Still Drive	Car Pool	Transit	Bike	Other	No Answer	Grand Total
SF	19	7	7	4	4	9	51
Marin	6	0	2	0	0	0	8
San Mateo	5	0	0	0	2	1	8
Alameda	4	3	5	0	0	1	13
Contra Costa	5	1	0	0	0	0	6
Sonoma	1	0	0	0	0	0	1
Other	3	0	0	0	0	1	4
Grand Total	43	11	14	4	6	12	91

AFFECTS OF MARKET RATE PARKING FEES (\$190.00) ON TRAVEL BEHAVIOR - CROSSTABULATION OF QUESTIONS 3 AND 9 (PERCENTAGES)

	Still Drive	Car Pool	Transit	Bike	Other	No Answer	Grand Total
SF	37%	14%	14%	8%	8%	18%	100%
Marin	75%	0%	25%	0%	0%	0%	100%
San Mateo	63%	0%	0%	0%	25%	13%	100%
Alameda	31%	23%	38%	0%	0%	8%	100%
Contra Costa	83%	17%	0%	0%	0%	0%	100%
Sonoma	100%	0%	0%	0%	0%	0%	100%
Other	75%	0%	0%	0%	0%	25%	100%
Grand Total	47%	12%	15%	4%	7%	13%	100%

ZIP CODE OF RESIDENCE AND START TIME OF WORK - CROSSTABULATION OF QUESTIONS 2 AND 4

Zip Code	Location	Distance	Start Time			Totals
			Before 6:00 AM	6:00 AM to 7:30 AM	After 7:30 AM	
06880	Connecticut	--	0	0	1	1
75205	Dallas	--	0	1	0	1
94080	South San Francisco	--	1	1	0	2
94102	San Francisco	2.85	1	0	0	1
94103	San Francisco	3.47	0	0	1	1
94104	San Francisco	3.54	1	0	0	1
94105	San Francisco	3.96	1	0	0	1
94107	San Francisco	4.51	1	0	0	1
94108	San Francisco	3.2	3	0	0	3
94109	San Francisco	2.49	5	1	0	6
94110	San Francisco	4.34	0	1	0	1
94112	San Francisco	5.51	0	1	1	2
94114	San Francisco	3.21	0	0	2	2
94115	San Francisco	1.77	6	1	2	9
94116	San Francisco	3.87	1	0	0	1
94117	San Francisco	2.23	3	1	0	4
94118	San Francisco	1.13	0	0	1	1
94121	San Francisco	1.98	1	0	1	2
94122	San Francisco	2.69	0	1	0	1
94123	San Francisco	1.65	4	2	2	8
94127	San Francisco	4.32	1	0	0	1
94131	San Francisco	3.75	1	0	2	3
94132	San Francisco	5.39	1	0	0	1
94133	San Francisco	3.05	0	0	3	3
94402	San Mateo	--	2	0	0	2
94403	San Mateo	--	0	1	0	1
94404	San Mateo	--	1	0	0	1
94501	Alameda	--	0	0	3	3
94502	Alameda	--	1	0	0	1
94523	Pleasant Hill	--	0	0	1	1
94530	El Cerrito	--	0	0	1	1
94544	Hayward	--	0	0	1	1
94546	Castro Valley	--	1	0	0	1
94549	Lafayette	--	1	0	0	1
94556	Moraga	--	1	0	0	1
94563	Orinda	--	1	0	0	1
94568	--	--	1	0	0	1
94587	Union City	--	0	0	0	0
94590	Vallejo	--	1	0	0	1
94598	Walnut Creek	--	1	0	0	1
94610	Oakland/Piedmont	--	1	0	0	1
94704	Berkeley	--	1	1	0	2
94708	Berkeley	--	0	0	1	1
94710	Berkeley	--	0	0	1	1
94903	San Rafael	--	1	0	0	1
94925	Contra Costa	--	1	0	0	1
94941	Mill Valley	--	2	1	0	3
94945	--	--	1	0	0	1
94954	--	--	1	0	0	1
94960	San Anselmo	--	0	1	0	1
na	--	--	1	0	0	1
Total			51	14	26	91
Percentage			56%	15%	29%	100%

Note: Distances calculated as a straight line center to center. Travelling distances are likely to vary.

ZIP CODE - QUESTION 4

na	1	1%
0	1	1%
75205	1	1%
94080	2	2%
94102	1	1%
94103	1	1%
94104	1	1%
94105	1	1%
94107	1	1%
94108	3	3%
94109	6	7%
94110	1	1%
94112	2	2%
94114	2	2%
94115	9	10%
94116	1	1%
94117	4	4%
94118	1	1%
94121	2	2%
94122	1	1%
94123	8	9%
94127	1	1%
94131	3	3%
94132	1	1%
94133	3	3%
94402	2	2%
94403	1	1%
94404	2	2%
94501	3	3%
94502	1	1%
94523	1	1%
94530	1	1%
94544	1	1%
94546	1	1%
94549	1	1%
94556	1	1%
94563	1	1%
94568	1	1%
94587	1	1%
94590	1	1%
94598	1	1%
94610	1	1%
94704	2	2%
94708	1	1%
94710	1	1%
94903	1	1%
94925	1	1%
94941	3	3%
94945	1	1%
94954	1	1%
94960	1	1%
Total	91	100%

F .
DRAFT TRANSPORTATION
TECHNICAL REPORT

Appendix F

Draft Transportation Technical Report

I. AFFECTED ENVIRONMENT

This section describes existing transportation conditions within and in the vicinity of Building 35 at the Presidio. This assessment is based in large part on the *Presidio Transportation Planning and Analysis Technical Report*, July 1994, the *Letterman Complex FEIS*, and *The Presidio Traffic Update Report of Findings*, December 1996. The affected environment includes the following sections:

- Traffic Characteristics
- Transit Services
- Bicycle and Pedestrian Conditions
- Parking

Traffic Characteristics

Intersection Analysis

Five intersections were identified as study intersections for the analysis. These intersections would experience the greatest increase in traffic volume due to the occupancy of Building 35. The study intersections include:

- Lombard Street/Lyon Street
- Lombard Street/Presidio Boulevard
- Presidio Boulevard/Letterman Drive
- Lincoln Boulevard/Halleck Street
- Lincoln Boulevard/Graham Street

The intersection analysis was based on the p.m. peak hour traffic volumes. In order to determine the peak hour of the afternoon commute period, traffic volumes at the study intersections were counted from 4:00 p.m. to 6:00 p.m. on November 2, 2000 for all of the study intersections. The turning movement counts conducted by WSA, including counts of trucks, pedestrians, and bicycles, are provided in Table F-1. The peak hour of total intersection traffic volume during each two-hour period was determined for each intersection to be used for the intersection capacity analysis.

The p.m. peak hour intersection operations analysis was conducted according to the methodology described in the 1994 Highway Capacity Manual (HCM). The HCM methodology calculates the average delay experienced by a vehicle traveling through the intersection, and assigns a corresponding level of service (LOS). The levels of service range from LOS A, indicating volumes below capacity with vehicles experiencing little or no delay, to LOS F, indicating volumes near capacity with vehicles experiencing extremely high delays. An intersection

operating at LOS D or better is generally considered to be operating acceptably. Levels of service E and F are undesirable and generally considered unacceptable.

The level of service criteria for unsignalized intersections based on the HCM methodology are shown in Table F-2. At unsignalized intersections, the compatible traffic turning movements are not coordinated to occur simultaneously, and therefore the delay experienced by the traffic on any one approach could be quite different from that of any other approach. Consequently, although the average delay per vehicle for the entire intersection is provided, the level of service is provided for the worst approach to indicate the range of operation of each approach.

Table F-1 presents the existing average delay per vehicle and LOS for the five study intersections for the p.m. peak hour. All of the study intersections operate acceptably during the p.m. peak hour.

Table F-1 Intersection LOS Operating Conditions Existing PM Peak Hour Conditions			
Intersection	Control Device	PM Peak Hour	
		LOS	Delay
Lombard/Lyon	All-way STOP	D	25.7
Presidio/Lombard	All-way STOP	C	16.6
Presidio/Letterman/Lincoln	All-way STOP	A	3.4
Lincoln/Halleck	One-way STOP	B	1.8
Lincoln/Graham	All-way STOP	A	3.4

Source: Wilbur Smith Associates, 2001

Notes:

LOS = Level of Service.

Delay = Average seconds of delay per vehicle for entire intersection. For the one-way STOP-controlled intersection of Lincoln/Halleck, the LOS presented is that for the worst approach, and the delay is the average delay for all three approaches.

Transit Services

Public transit systems serving the Presidio include the San Francisco Municipal Railway (MUNI) and Golden Gate Bridge, Highway and Transportation District (Golden Gate Transit). These services provide access to other regional carriers such as BART, SamTrans and the regional ferries. In addition, there are private carriers that accommodate specific needs not provided by the public systems.

Muni

Muni provides regular scheduled service within or adjacent to the Presidio on seven lines. Six of the seven Muni lines operate on weekdays. Table F-2 presents the seven Muni bus lines, indicating route descriptions and the AM and PM peak period headways. Lines #28, #29, #43 and #82X provide service directly to the Presidio, while Lines #41 and #45 provide service to the corner of Greenwich and Lyon Streets just outside the Lombard Street gate. In addition to these weekday services, Route #76 is a Sunday and Holiday only service that runs from downtown,

stops at the intersection of Richardson Avenue and Francisco Street and Golden Gate Plaza and then continues north to the Marin Headlands. Building 35 is situated near much of the transit service in the Park with convenient stops for the #29, #43, and #82X on Lincoln Boulevard or Anza Avenue.

Table F-2 Nearby MUNI Transit Lines		
Muni Route	Description	AM/PM Peak Period Headway
#28-19th Avenue	Daily route connecting Daly City BART Station to Highway 101 via 19th Avenue and Park Presidio Boulevard	11/12 minutes
#29-Sunset	Daily route connecting Presidio Letterman Complex to the Bayview area primarily via 25 th /Sunset Avenue. Provides a connection to Golden Gate Transit at Golden Gate Bridge Plaza	30/30 minutes
#41-Union	Weekday peak periods only connecting Greenwich/Lyon with downtown San Francisco	10/6 minutes
#43-Masonic	Daily route connecting the Marina District to the Excelsior District via Lombard Street, Presidio Avenue and Masonic Street.	15/10 minutes
#45-Union/Stockton	Daily local route connecting Greenwich/Lyon with Caltrain Depot at 4th/Townsend	8/8 minutes
#76-Marin Headlands	Sundays only and some holidays	60 minutes
#82X-Levi Plaza Express	Weekday peak direction express route connecting Main Post with the Caltrain Depot	29/25 minutes

Source: Muni 2000 Schedule.

Recent ridership data on the number of passengers boarding or alighting from a bus within the Presidio are not available. However, visual observation of current passenger loads indicate low ridership with substantial excess capacity. Current ridership is low because the Presidio currently has free parking with no capacity constraints and the Park is in the early phase of implementation. Also, buses serving the Park are either beginning their runs at the Presidio or operating in a reverse commute direction.

Regional Transit

Golden Gate Transit operates bus lines and ferry routes between San Francisco and counties in the Golden Gate corridor of Marin and Sonoma Counties. Twenty-six of their bus lines pass through the Presidio, stopping at the Golden Gate Bridge Plaza. All lines but one proceed into San Francisco on Highway 101, with a stop at the corner of Richardson Avenue and Francisco Street. Although ridership data are not available by bus stop, previous observations indicate that few passengers were originating or terminating their trips in the Presidio.

Tour Buses and Charter Services

On a typical summer weekday, 180 non-MUNI tour buses carry visitors to and from Presidio attractions such as the Golden Gate Bridge Plaza, Fort Point and the Presidio Army Museum on

the Main Post. They also stop at several scenic overlooks along the 49-mile drive.¹ No formal passenger count data are available to determine the amount of service provided.

Bicycle and Pedestrian Conditions

The Presidio does not currently have a continuous system of sidewalks, bicycle trails and bicycle lanes. Sidewalks and marked pedestrian crossings are provided sporadically throughout the Presidio. In many cases pedestrians and bicyclists must mix with vehicles on the street system to move from one area to another.

Sidewalks are provided along Lincoln Boulevard which provides pedestrian connections to transit stops and other parts of the Main Post. Most intersections near Building 35 have marked pedestrian crossings. Because the area is only partly occupied, there are relatively few pedestrians in the vicinity of Building 35 throughout the day. Pedestrian movements were collected at the study intersections during the p.m. peak hour on November 2, 2000. At the intersection of Presidio Boulevard/Lincoln Boulevard/Letterman Drive, a total of 72 pedestrian movements were observed on the four crosswalks (note that more than one movement could be attributed to a single pedestrian) during the p.m. peak hour. A total of 28 pedestrian movements were counted at the intersection of Lincoln Boulevard/Graham Street during the p.m. peak hour.

In the vicinity of Building 35, Lincoln Boulevard, Funston Avenue, and Halleck Street are part of the designated San Francisco Citywide Bicycle Routes (Routes #4, #61 and #55, respectively). These routes are Class III facilities (signed route only - bicyclists share roadway with vehicles).

The Presidio is a popular location for recreational bicycling, particularly on weekends. Bicyclists were counted at the study intersections on November 2, 2000. At the intersection of Lincoln Boulevard/Halleck Street, 26 bicyclists were observed during the weekday p.m. peak hour, and 18 bicyclists were observed at the intersection of Lincoln Boulevard/Graham Street during the weekday p.m. peak hour.

Parking Conditions

The parking supply for Building 35 would include 12 parking spaces immediately adjacent to the building, as well as a portion of the 740-space parking lot at the Main Parade Ground.

II. TRAVEL DEMAND

This section provides an estimate of the travel demand generated by the three alternatives for Building 35. Travel demand refers to the new vehicle, transit and pedestrian traffic generated by the Proposed Project. In addition, the parking demand is also estimated using the methodology that is consistent with that presented in the Letterman Complex FEIS. However, due to non-standard employee work patterns of the Preferred Alternative, travel demand for the preferred alternative is based on the number of employees, distribution and mode split information provided by W.R. Hambrecht & Co. in their TDM plan.² The travel demand analysis for the

¹ Presidio Bus Management Plan, Preliminary Draft, September 1998.

² *WR Hambrecht & Co. Transportation Demand Management Program*, CHS Consulting Group, December 11, 2000.

remaining alternatives is primarily based on daily person rates and p.m. peak percentage of daily trips from the *San Francisco Guidelines for Environmental Review*, 1991. The mode split for the preferred alternative (Alternative 2) was based on travel behavior data obtained from a survey of W.R. Hambrecht & Co. employees. For Alternatives 1 and 3, the mode split for trips between Building 35 and areas outside the Presidio was based on the targeted maximum automobile mode share outlined in the Presidio Trust TDM Plan. The vehicle occupancy rate for Alternatives 1 and 3 was assumed to be 1.4, which is based on travel data for the northwest quadrant of the City of San Francisco provided in the *Citywide Travel Behavior Survey*, May 1993.

Occupants Associated with Each Alternative

Table F-3 summarizes occupancy data for the three alternatives. Occupants within each of the alternatives are briefly described below:

- a Alternative 1 is the No Action Alternative, and would consist of a public safety complex for approximately 111 U.S. Park Police officers and offices for a compatible tenant with 102 employees.
- a Alternative 2 is the Preferred Alternative and would include long-term offices for 225 employees and a small amount of supporting/convenience retail.
- a Alternative 3 would consist of interim offices for 204 employees.

Table F-3 Summary of Land Uses in each Alternative		
Alternative	Land Use	Quantity
Alternative 1: Public Safety Facility Offices (No Action Alternative)	Administrative Office	31,250 sq. ft.
	Public Safety Complex	31,250 sq. ft.
Alternative 2: Preferred Alternative (Long-Term Offices)	Office	225 employees
	Coffee bar/deli	2,167 sq. ft.
Alternative 3: Interim Offices	Office	62,500 sq. ft.

Source: The Presidio Trust, 2000

Trip Generation

In order to estimate the number of new person-trips that would be generated by the Proposed Project, trip generation rates were applied to each land use quantity. A trip generation rate expresses the number of person-trips that would be generated by a unit of a given land use. Trips for the Proposed Project were calculated for weekday daily and PM peak hour conditions.

Trip generation for Alternatives 1 and 3 was calculated using daily trip generation rates based primarily on the *San Francisco Guidelines for Environmental Review*, July 1991. The *Guidelines* trip generation data was supplemented with information from the Institute of Transportation Engineers³ for land uses for which the Survey did not provide sufficient data.

³ Institute of Transportation Engineers (ITE) *Trip Generation*, Sixth Edition.

Trip generation for Alternative 2 was calculated using data from a travel behavior survey of W.R. Hambrecht & Co. employees. Detailed trip generation calculations and a summary of the trip generation assumptions for the Proposed Project are provided in a separate Background Technical Report (Attachment B to Appendix F) available for review within the Presidio Trust library.

Mode Split

Project-generated person-trips were assigned to travel modes in order to determine the number of auto, transit, and walk/bicycle trips. Mode split information was obtained from the Presidio Trust TDM Plan, as well as data obtained from a survey of W.R. Hambrecht & Co. employees. The anticipated mode split for these trips to and from Building 35 is 70 percent automobiles, 15 percent transit and 15 percent pedestrian and bicycle usage. Trips made between Building 35 and other parts of the Presidio would be more likely to be made with non-automobile modes than trips originating or ending outside the Presidio. Therefore, the mode split for internal trips was estimated to be 50 percent automobiles, 20 percent transit or shuttle, and 30 percent pedestrians or bicycle.

Auto person-trips refer to person-trips either as a driver or passenger in a private vehicle. To determine the number of vehicle-trips generated by the number of auto person-trips, an average vehicle occupancy of 1.4 persons per vehicle was used for Alternatives 1 and 3, which is consistent with the *Citywide Travel Behavior Survey (CTBS)*, May 1993 data. A vehicle occupancy rate of 1.12 was used for the financial services portion of Alternative 2, based on W.R. Hambrecht & Co. employee survey data, and an auto occupancy rate of 1.4 was used for the retail portion of Alternative 2, for an average auto occupancy factor of 1.13.

The mode split assumes implementation of travel demand management (TDM) measures that would be phased in prior to completion of the Proposed Project. The TDM measures would minimize and alleviate projected traffic congestion while enhancing local travel conditions and system operations.

Table F-4 presents the person-trips by mode and vehicle trips for each alternative for weekday daily and PM peak hour conditions. These trips include employee journey-to-work and other employee non-work trips, as well as visitor trips.

On a daily basis, Alternatives 1 would generate 402 vehicle trips. Alternative 2 would generate 526 vehicle trips. Alternative 3 would generate 541 daily vehicle trips. While Alternative 1 would generate the fewest number of vehicle trips on a daily basis, Alternative 2 would generate the fewest number of vehicle trips during the p.m. peak hour.

Table F-4 Estimated Trip Generation for Proposed Project Weekday Daily and PM Peak Hour Conditions					
Alternative	Person-Trips				Vehicle Trips
	Auto	Transit	Walk/Bicycle	Total	
Daily					
Alternative 1	562	133	148	843	402
Alternative 2	606	157	327	1,090	526
Alternative 3	758	178	195	1,131	541
PM Peak Hour					
Alternative 1	79	19	21	119	56
Alternative 2	53	13	21	87	47
Alternative 3	76	18	20	114	54

Source: Wilbur Smith Associates, 2001

Trip Distribution

For Alternatives 1 and 3, the geographic distribution of employee and visitor trips to and from the Proposed Project was based on a survey of existing employees at the Presidio⁴. For Alternative 2, the geographic distribution of trips to and from Building 35 was based on employee survey data from W.R. Hambrecht & Co., as provided in their TDM plan.⁵ Table F-5 summarizes the trip distribution patterns for person-trips (by auto, transit and walk/bicycle). Overall, more than half of the trips are anticipated to travel within San Francisco (including trips internal to the Presidio). Of the trips that would be to and from the areas outside of San Francisco, the most would be to and from the East Bay and North Bay.

Table F-5 Geographic Distribution of Employee/Visitor Trips		
Origin/Destination	Percent (Alts. 1 & 3)	Percent (Alt. 2)
San Francisco		
Outside the Presidio	47%	56%
Within Presidio	14%	0%
East Bay	15%	21%
North Bay	11%	10%
South Bay	8%	9%
Other	5%	4%
Total	100%	100%

Source: Presidio, Wilbur Smith Associates, 2001.

Based on the trip distribution shown in Table F-5, the external vehicle trips generated by the alternatives were assigned to the local street network.

⁴ Presidio Transportation Survey, 1998.

⁵ WR Hambrecht & Co. Transportation Demand Management Program, CHS Consulting Group, December 11, 2000.

Parking Demand

Parking demand for the Proposed Project consists of both long-term demand (i.e., employee parking) and short-term demand (i.e., visitor parking). Long-term parking demand was estimated by determining the number of employees for each land use and applying the average mode split and vehicle occupancy from the trip generation estimation.⁶ Each employee vehicle trip was assumed to require one space per day.⁷

Short-term parking was estimated based on the total daily visitor trips and an average turnover rate. A short-term parking turnover rate of 5.5 vehicles per space per day was applied to all land uses for all alternatives, with the exception of the support retail space described in Alternative 2, for which a turnover rate of 10 vehicles per space per day was used. Detailed parking demand calculations are provided in a separate Background Technical Report (Attachment B to Appendix F) available for review within the Presidio Trust library.

Table F-6 presents the parking demand for the alternatives of the Proposed Project. Alternative 3 would generate the least parking demand of 125 spaces. Alternative 1, the No-Action Alternative, would generate similar parking demand for 129 spaces. Alternative 2, the Preferred Alternative, would generate the greatest parking demand of 162 spaces.

Alternative	Land Use	Size	Units	Long Term	Short Term	Total
Alternative 1	Administrative Offices	31,250	gsf	51	12	63
	111 officers	31,250	gsf	56	10	66
						129
Alternative 2	Long-Term Offices	62,500	gsf	141	15	156
	Support/Convenience Retail	2,167	gsf	3	3	6
						162
Alternative 3	Interim Offices	62,500	gsf	102	23	125

Source: Wilbur Smith Associates, 2001.

III. TRANSPORTATION IMPACTS

This section assesses the transportation impacts of the vehicular traffic, transit patronage, and pedestrian and bicycle traffic that would be generated by the three alternatives for the occupancy of Building 35 within the Main Post. The analysis is based on the vehicular, transit, and pedestrian/bicycle trips estimated to be generated by the project, as presented in Section 2. For each alternative, the effects of p.m. peak commute hour traffic at the five study intersections will be discussed.

⁶ Number of employees per land use based on Institute of Transportation Engineers Trip Generation, 5th and 6th editions, and Guidelines for Environmental Review, 1991.

⁷ Citywide Travel Behavior Survey, Appendix 5.1, 1993.

Traffic

Traffic traveling to and from the Proposed Project would most substantially affect the intersections at the most convenient gates and primary internal intersections nearest Building 35. These intersections include:

- Lombard Street/Lyon Street
- Lombard Street/Presidio Boulevard
- Presidio Boulevard/Letterman Drive
- Lincoln Boulevard/Halleck Street
- Lincoln Boulevard/Graham Street

The Level of Service (LOS) of an intersection is a measure of the ability of the intersection to accommodate traffic volumes. Intersection Levels of Service range from LOS A, which indicates free-flow conditions with short delays, to LOS F, which indicates congested conditions with extremely long delays. Intersections operating at level of service (LOS) D or better are considered acceptable. Intersections operating at LOS E or F are considered unacceptable and require mitigation to LOS D or better.

Table F-7 presents the p.m. peak hour levels of service for each alternative at the study intersections under Existing and Existing Plus Project conditions, and indicates that all of the study intersections would continue to operate at acceptable levels of service under Existing Plus Project conditions. The additional traffic generated by these alternatives would not affect the ability of fire and emergency vehicles to enter and exit the fire station (Building 218). The level of service calculations for each of the alternatives are provided in a separate Background Technical Report (Attachment C to Appendix F) available for review within the Presidio Trust library.

Table F-7								
Existing Plus Project PM Peak Hour Levels of Service								
Intersection	Existing Conditions		Alt. 1		Alt. 2		Alt. 3	
	LOS	Delay	LOS	Delay	LOS	Delay	LOS	Delay
Lombard/Lyon	D	25.7	D	26.5	D	26.5	D	26.5
Presidio/Lombard	C	16.6	C	17.3	C	17.1	C	17.3
Presidio/Letterman/Lincoln	A	3.4	A	3.5	A	3.5	A	3.5
Lincoln/Halleck	B	1.8	B	1.8	B	1.8	B	1.8
Lincoln/Graham	A	3.4	A	3.4	A	3.4	A	3.4

Source: Wilbur Smith Associates, 2001

Notes:

LOS = Level of Service.

Delay = Average seconds of delay per vehicle for entire intersection.

For the one-way STOP-controlled intersection of Lincoln/Halleck, the LOS presented is that for the worst approach, and the delay is the average delay for all three approaches.

Table F-8 presents the p.m. peak hour levels of service for each alternative at the study intersections under Cumulative (Year 2010) conditions, and indicates that all of the study

intersections except the intersection of Letterman Drive/Lincoln Boulevard/Presidio Boulevard would fail under all of the Project alternatives. The level of service calculations are provided in a separate Background Technical Report (Attachment C to Appendix F) available for review within the Presidio Trust library.

The combination of traffic traveling to and from other land uses, particularly near the Main Post, and “pass-through” traffic traveling between the Presidio Boulevard and Lombard Street gates creates a heavy traffic demand at the Lombard Street gate, which inherently affects the intersection of Lombard and Lyon Streets and the intersection of Presidio Boulevard and Lombard Street. These intersections fail under all of the alternatives due to cumulative growth within the Presidio. The Letterman Complex EIS identified mitigation measures for the intersections of Lombard Street/Lyon Street and Lombard Street/Presidio Boulevard, which are presented in section 4. Mitigation measures for the intersections of Lincoln Boulevard/Halleck Street and Lincoln Boulevard/Graham Street were identified in the GMPA, as described in section 4. Alternative improvements for the intersection of Lincoln Boulevard/Halleck Street are also described in section 4.

Increases in person and vehicle trips that would result from implementation of the alternatives are not expected to be substantial in relation to the existing trips and would not result in a significant contribution to the projected cumulative traffic increases. The addition of vehicle trips associated with each alternative on existing and cumulative conditions at the study intersections is expected to be less than significant (two percent or less). The alternatives’ contribution to cumulative growth would have a minor effect on local and regional traffic growth and related congestion.

Table F-8 Year 2010 PM Peak Hour Levels of Service						
Intersection	Alt. 1		Alt. 2		Alt. 3	
	LOS	Delay	LOS	Delay	LOS	Delay
Lombard/Lyon	F	123.0	F	122.8	F	123.0
Presidio/Lombard	E	33.3	E	33.0	E	33.3
Presidio/Letterman/Lincoln	C	16.3	C	16.2	C	16.3
Lincoln/Halleck	F	**	F	**	F	**
Lincoln/Graham	E	33.9	E	33.7	E	33.9

Source: Wilbur Smith Associates, 2001.

Notes:

LOS = Level of Service

Delay = Average seconds of delay per vehicle.

** = The minor approach (Halleck Street) would operate at forced flow/queued conditions.

The average vehicle delay and queues on the minor approach would be extremely long.

Pedestrian/Bicycle Facilities

The occupancy of Building 35 would result in an increase in the number of pedestrian and bicycle trips within the Presidio. With the currently low traffic levels, pedestrian and bicycle travel generally occurs without major impedances or safety problems. However, as the number

of vehicles on Lincoln Boulevard increases with the occupancy of Building 35 and other development activities elsewhere in the Presidio, the potential for conflicts between motorists, pedestrians and bicycles would also increase.

Pedestrian paths between Building 35 and key Presidio gates were assessed, and generally found to be adequate to accommodate the expected increases in the number of pedestrians to and from Building 35 under each alternative. The roadway immediately north of Building 35, Lincoln Boulevard, currently has a continuous sidewalk on both the north and south sides of the street. This route would be the primary pedestrian route to and from Building 35, as it involves the shortest walking distance, and provides access to bicycle routes, and the Muni bus stop for the 29, 82X, 43, 41 and 45 lines. The sidewalks in the vicinity of Building 35 are adequate to accommodate the expected increase in pedestrian traffic resulting from the occupancy of Building 35.

Building 35 is easily accessed from several bicycle routes. The San Francisco Bicycle Network includes routes on Lincoln Boulevard (Route 4), Halleck Street (Route 55) and Funston Avenue (Route 61). All of the routes in the immediate vicinity of Building 35 are signed routes without delineated bike lanes. The increase in bicycle trips on the roadways adjacent to Building 35 would be accommodated within the existing roadway network.

Public Transportation

The transit trips generated by the Proposed Project alternatives would be distributed among the six Muni bus lines that currently serve the Presidio. These Muni lines serve Building 35 to varying degrees of efficiency, and connect to various parts of the City. Project-generated transit trips would be distributed to each bus line depending on the geographic distribution of residences of employees.

Although the Muni lines that serve the Presidio are well-used, the maximum load points (MLPs) on most of these lines are quite far from the Presidio, and sufficient capacity exists on these lines to accommodate the demand. For instance, the 41-Union and 45-Union-Stockton incur the maximum passenger loads in the downtown area and in the direction opposite from the Presidio commute direction. This results in existing capacity available to accommodate transit passengers generated by the Proposed Project. The 19 or fewer Project-generated p.m. peak hour transit trips would result in minimal increases in ridership on MUNI bus lines that serve the Presidio and the Golden Gate Transit transbay bus lines, and the additional trips could be accommodated within the existing Muni capacities on these lines.

Parking Supply and Demand

The GMPA methodology for calculating parking supply allocates 161 parking spaces for Building 35 uses. Thus, the proposed parking supply for the alternatives would include approximately 12 parking spaces immediately adjacent to Building 35, with the remaining parking (149 spaces) being provided in the Main Parade Ground parking lot.

The calculated parking demand for the three alternatives ranges from 125 spaces under Alternatives 3 to 162 spaces under Alternative 2. Most of the proposed parking supply (149 of 161 spaces) would be located in the Main Parade Ground parking lot. As shown in Table F-9, the total proposed parking supply of 161 spaces would accommodate the demand for Alternatives 1 and 3, and would only be one space less than the estimated demand for Alternative 2. The TDM program developed as part of Alternative 2 would support transit use and discourage single-occupant auto use by employees by providing incentives for carpooling and not driving alone (e.g. preferential carpool/vanpool parking, carpool/vanpool matching). Implementation of the TDM measures, in combination with the Presidio-wide strategies, would over time result in achieving a commute mode share equal to 70 percent auto mode and an average of 1.4 persons per vehicle, and would reduce the parking demand from 162 spaces to 130 spaces.

The GMPA indicates that in 2010 the total parking demand within the Main Post is expected to be 1,970 spaces, compared to a proposed supply of 1,856 spaces. Approximately nine percent, or 161 spaces, of the proposed parking supply within the Main Post were indicated to be associated with Building 35. The parking supply and demand for the alternatives for Building 35 are slightly greater than (Alternative 2) or less than the supply of 161 spaces indicated in the GMPA, and therefore are consistent with the GMPA. As discussed above, intensified TDM measures could reduce the estimated parking demand for Alternative 2 to a level that could be accommodated within the proposed supply.

Table F-9
Weekday Parking Supply and Demand Estimates

Alternative	Supply	Weekday Demand	Surplus/Deficit
Alternative 1: Public Safety Facility Offices	161	129	+32
Alternative 2: Long-Term Offices	161	162	-1
Alternative 3: Interim Offices	161	125	+36

Source: Wilbur Smith Associates, 2001.

Construction Activities

Impacts associated with construction activities are considered to be minor due to their short term duration. Construction vehicles would include any trucks needed to remove debris or deliver materials and supplies, as well as construction worker vehicles. The volume of construction vehicles accessing Building 35 would vary, depending on the specific construction activity and construction schedules for the various components of the alternative.

IV. MITIGATION MEASURES

This section identifies proposed traffic improvements that would reduce cumulative impacts to less-than-significant levels.

Traffic

Four traffic impacts were identified in the transportation impact analysis for cumulative conditions under all alternatives:

1. The intersection of Lombard and Lyon Streets is anticipated to operate at LOS F.
2. The intersection of Lombard Street and Presidio Boulevard is expected to operate at LOS E.
3. The intersection of Lincoln Boulevard and Halleck Street is anticipated to operate at LOS F.
4. The intersection of Lincoln Boulevard and Graham Street is expected to operate at LOS E.

The mitigation measures described below would improve the operating conditions at these intersections to acceptable levels of service (LOS) of D or better.

1. Lombard Street and Lyon Street
 - a) Signalize intersection.
 - b) Restripe one-lane eastbound approach to provide one left-turn lane and one shared right-through lane.

This is Mitigation Measure TR-2 identified in the Letterman Complex FEIS.
2. Lombard Street and Presidio Boulevard
 - a) Widen and restripe one-lane northbound approach to provide one right-turn lane and one through lane.

This is Mitigation Measure TR-3 identified in the Letterman Complex FEIS.
3. Lincoln Boulevard and Halleck Street

The GMPA recommended the realignment of Halleck Street to intersect with Anza Avenue and the closure of Graham Street to vehicular traffic as an improvement to the operation of this intersection. If this realignment were not to happen, the following measure would also mitigate this intersection:

 - a) Provide stop signs on the eastbound and westbound approaches to create an all-way STOP-controlled intersection.
4. Lincoln Boulevard and Graham Street

The GMPA recommended the realignment of Halleck Street to intersect with Anza Avenue and the closure of Graham Street to vehicular traffic as an improvement to the operation of this intersection.

Table F-10 presents the level of service associated with implementation each of these mitigation measures in 2010.

Table F-10 Unmitigated and Mitigated PM Peak Hour Levels of Service 2010 Cumulative Conditions						
Intersection	Alt. 1		Alt. 2		Alt. 3	
	LOS	Delay	LOS	Delay	LOS	Delay
Lombard/Lyon						
Unmitigated	F	123.0	F	122.8	F	123.0
Mitigated	B	12.6	B	12.6	B	12.6
Presidio/Lombard						
Unmitigated	E	33.3	E	33.0	E	33.3
Mitigated	D	21.2	D	21.2	D	21.2
Lincoln/Halleck						
Unmitigated	F	**	F	**	F	**
Mitigated	D	30.0	D	30.0	D	30.0
Lincoln/Graham						
Unmitigated	E	33.9	E	33.7	E	33.9
Mitigated	C	17.3	C	17.3	C	17.3



The Presidio Trust is a federal government corporation and executive agency created in 1996 to preserve and enhance the Presidio, a national park site, in cooperation with the National Park Service. The Presidio Trust manages the interior 80 percent of park lands (Area B), while the National Park Service maintains jurisdiction over coastal areas (Area A). The Presidio Trust's mission is to preserve the park's natural landscape and environment, protect and enhance the Presidio's historic resources, and, with the National Park Service and other partners, welcome visitors with educational, cultural and recreational activities. As mandated by federal law, by 2013 the Presidio Trust must support its operations without federal appropriations. In order to raise funds to care for the park, the Presidio Trust is transforming the homes and non-residential buildings of this former military post into a new kind of community where people live and work. Six presidential appointees and the Secretary of the Interior's designee serve on the Presidio Trust's Board of Directors.